Evaluation Tool Kit

Facilitator's Manual for Aboriginal Human Resources Development Agreements (AHRDAs) Capacity Self-Assessment Workshops

Evaluation and Data Development

Strategic Policy

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Series

Human Resources Development Canada (HRDC) has a long tradition in program evaluation. Over the years, the Evaluation and Data Development Branch (EDD) of HRDC has conducted evaluations on a wide range of departmental programs. The experience acquired through this work has helped EDD to continue to improve and refine its techniques and approaches to evaluation.

Recently, however, changes in the delivery nature of some of HRDC programs have affected the role of the Department and the way evaluation is conducted. Now, several programs, such as the Aboriginal Human Resources Development Strategy (AHRDS), are delivered by HRDC partners.

The Department's role has evolved from directly providing services to citizens to supporting partners and promoting the development of their organizational capacity. Partners also play an active role in evaluating the programs they now deliver. In response to these changes, EDD has initiated the "Evaluation Tool Kit". This issue, "The Facilitator's Manual for Aboriginal Human Resources Development Agreements (AHRDAs) Capacity Self-Assessment Workshops" represents the fourth in a series of tool kits designed to build evaluation capacity and knowledge throughout HRDC and its partner organisations. This issue was created to assist AHRDAs build capacity in all areas.

We invite your feedback on this or any of our publications.

Previous Issues in this Series:

1. *Quasi-Experimental Evaluation*
2. *Contracting HRDC Evaluation Studies*
3. *Focus Groups*

This publication is produced by Human resources Development Canada. Copies of this publication or others in the series are available from:

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Acknowledgements

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- Grand River Employment and Training
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- Metis Nation of Alberta
- Metis Nation of Ontario
- Prince George Nechako Aboriginal Employment and Training Association.
- Saskatchewan Indian Training Assessment Group Inc.
- Stó:lõ Nation Human Resources Development
- Treaty 7 Economic Development Corporation

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---------------------- How to Use This Guide ----------------------

What is it For?

This guide is to be used with the capacity self-assessment tool. It contains all the necessary information to organize, conduct and report on capacity self-assessment sessions. **The definitions it contains are strictly for the use of this tool.** Facilitators should review the guide completely prior to the sessions.

Who is it For?

This guide is primarily intended to be used by people facilitating the capacity self-assessment. Participants are also welcomed to refer to it.

Finding the Information You Want

In preparation of a capacity self-assessment session: Review the Getting organized section. It states what you will need, who should be there, the process to follow in the introduction of the session, as well as additional background to this tool.

During the session, if you wonder about the intent of a question: Look in the chapter "Terminology and Rationale to Questions from the Tool". The chapter is divided in 5 sections. Each section corresponds to a section of the tool. Sections are in the same order as the tool: 1. intervention, 2. socio-economic integration, 3. partnering, 4. administrative and 5. accountability. The page numbering is also the same in both the tool and the Terminology and Rationale. For example, if you wonder what is meant by a question on page 8 of the intervention portion of the tool, look up page 8 of the intervention section of the Terminology and Rationale.

If you are looking for the definition of a particular word, refer to the Glossary of Terms and Meanings.

You will notice that some questions within the tool are italicized. This is to indicate that it is recommended to refer to the appropriate section of the Terminology and Rationale Chapter before answering.

Table of Contents

Acknowledgements
How to Use this Guide

A. Getting Organized

Organizing the Capacity Self-Assessment 1
How the Tool Works 2
The Model for Organizational Capacity Assessment 3
Limitations that May Affect Responses 6
Who Should Participate in Capacity Self-Assessment 7
Scoring 8
Different RBA/AHRDA Characteristics 9

RBA Profile Sheet 12

B. The Assessment

Welcome and Introductions 13

Overhead Presentation to Participants 14

- Why Assess Capacity 15
- Program Performance Components 17
- PPC Stakeholder's Perspective 18
- Objectives of Capacity Self-Assessment 19
- Benefits of Capacity Self-Assessment 20
- Scope of Capacity Self-Assessment 21

Questions and Answers 22
A Sample Run 23
Completing an Assessment 25
Closure 25
Reporting 26

C. Glossary of Terms and Meanings 38

D. List of Acronyms 48

.../2

Terminology and Rationale to Questions from the Tool

E. Intervention Capacity
F. Socio-Economic Integration Capacity
G. Partnering Capacity
H. Administrative Capacity
I. Accountability Capacity

The Tool

J. Intervention Capacity
K. Socio-Economic Integration Capacity
L. Partnering Capacity
M. Administrative Capacity
N. Accountability Capacity

GETTING ORGANIZED

Organizing the Capacity Self-Assessment

There are 7 components involved in an effective Capacity Self-Assessment:

- Room Logistics
- RBA/AHRDA Profile Sheet
- Welcoming and Introductions
- Presentation to participants
    - Overhead Presentation
    - Questions and Answers
    - A Trial Run of the Tool
- Completing the Assessment
- Closure
- Reporting

Room Logistics

Perhaps the most ideal place to host a capacity self-assessment is in a location that is away from the immediate place of work of the participants. Work demands, client needs and manager needs may tend to interrupt the discussions when the assessments are made at the client work site. However, space limitation may require that the assessments be made in a boardroom or facilities at the work site.

The room should accommodate a minimum of 12 people. It should be a room that is designed to be a meeting space i.e. it should contain a boardroom or round table or should be arranged in a circular format to allow for group discussion. An office (unless it is huge) will not suffice.

The space should also allow for the set up of a flip chart and an overhead projector.

What you will need

- ➢ a flip chart
- ➢ an overhead projector
- ➢ indelible markers
- ➢ copies of the tool (copy on overhead, 2 hardcopies)
- ➢ copies of the manual

How the Tool Works

The Capacity Self-Assessment Tool is broken down into five main sections that correspond to the five Capacity Dimensions, namely: *Intervention Capacity: Socio-Economic Integration Capacity; Partnering Capacity; Administrative Capacity;* and *Accountability Capacity.*

Each section contains a series of templates, such as in the example below, that are designed to quickly and easily facilitate responses to a number of Capacity Issues **(1)** which are questions relating to specific Capacity Criteria **(2)** under one of the five Capacity Dimensions **(3)**. There are five separate indicators **(4)** representing potential answers to each issue, in which all can be answered, some of them or none of them. Because RBAs/AHRDAs either have capacity or they do not, they are only required to respond if they feel they have the capacity represented by the indicator. Therefore, they would mark (✓) the appropriate "Yes" box **(5)** beside the capacity indicator they feel they have and then adding up the total **(6)** at the end. Only when the entire Issue is deemed not to be applicable is the N/A **(7)** checked (✓) off. The comments section **(8)** should be used wherever possible to explain answers that may need explaining, particularly an N/A answer.

Overview of the Capacity Assessment Model

Capacity Dimension		3		
Capacity Criteria		2	# of Issues	
Issue:		1	Yes	N/A
Indicators	1	4	5	
	2	4	5	
	3	4	5	
	4	4	5	
	5	4	5	
Record total number of capacity indicators identified for this issue or check N/A.			6	7

Comments: 8

An explanation of the relationship between the key dimensions, the capacity criteria , the capacity issues, and the indicators is given below. The Capacity Dimensions are based on findings of the mid-term review and best practice case studies. These dimensions have been validated by an advisory committee composed of representatives from a cross section of RBA Holders from various regions of the country as well as some HRDC officials, and establish the basis of the tool.

The Capacity Assessment Tool identifies five key common elements that exist in RBAs. These elements refer to the line of business of the organization (interventions in human resource development), common practices that can be seen any organization (accountability and administrative practices), and linkages where co-operation is necessary to achieve labour force development (socio-economic integration and partnering). These five key dimensions are defined as follows:

- **Interventions:** All RBAs provide services either directly, or through a third party deliverer to assist individuals to develop the skills and competencies necessary to obtain work. The activities that are carried out to accomplish these objectives are known as interventions. e.g. upgrading
- **Administrative:** all organizations have structures and processes necessary in their operations. e.g. Accounting
- **Accountability:** refers to the measuring, monitoring and justification of results of a given organization and the reporting to the stakeholders. e.g. Reports to Chief and council or HRDC
- **Partnering:** to accomplish the objectives of human resources development, it is necessary to involve other agencies, institutions or those with similar objectives. e.g. Training Centre
- **Socio-economic integration:** the economy in a given region is a necessary component in human resources development as the business, private and public institutions, and the production and consumption of goods impact how many jobs will exists in a given region. e.g. Economic Development

Overview of the Capacity Assessment Model

Capacity Dimension	***Capacity Dimensions*** are broad categories of capacity that will be assessed in the RBA/AHRDA Capacity Self-Assessment. There are 5 Capacity Dimensions in total.
Capacity Criteria	The broader Capacity Dimensions are broken down into smaller sub-categories called ***Capacity Criteria.*** There are 26 Capacity Criteria in total.
Capacity Issues	Each Capacity Criteria contains a number of ***Capacity Issues*** that need to be explored and addressed in order to determine whether or not capacity exists. These issues are expressed in terms of a question to compel RBAs/AHRDAs to answer whether they honestly feel they have capacity. There are a total of 101 issues covering the 26 capacity criteria.
Capacity Indicators	Capacity Indicators are the answers given by RBA/AHRDAs to address each Issue. Five indicators exist per Issue. There are over 500 indicators in total.

The Premise of Capacity Assessment

The capacity assessment tool is based on competencies required in effective human resources organizations. These competencies were identified through an analysis of 10 best practice case studies of RBAs. Case studies were identified by an advisory committee comprised of 20 participants from various parts of the country. The competencies are derived based on the organizational structures and authorities, processes, protocols, activities, skills, training and infrastructure that are likely to be seen in an organization that undertakes human resources development.

Overview of the Capacity Assessment Model

	Capacity Dimensions	*Criteria*	*Issues*	*Indicators*
	Intervention Capacity	10	30	150
	Socio-Economic Integration Capacity	4	13	65
	Partnering Capacity	4	10	50
	Administrative Capacity	6	36	180
	Accountability Capacity	2	12	60
TOTAL	**5**	**26**	**101**	**505**

Within an Indicator, Capacity Exists or it doesn't

The capacity reflected by each indicator exits or it doesn't. If it exists, then a check mark (✓) is made in the appropriate "Yes" box. Only when the entire Issue is deemed not to be applicable is the N/A checked (✓) off. The comments section should be used wherever possible to explain answers that may need explaining, particularly an N/A answer.

The Capacity Self-Assessment Tool is designed to be simple to use, as each of the 101 Capacity Issues (questions) are presented in the same repetitive format, with only five possible Indicators (answers) being provided. All that is required is for the RBA/AHRDA Capacity Self-Assessment Committee (see page 7) to discuss and "check off" which of the indicators relate to their RBA/AHRDA and to provide any comment that may help to explain their responses. After going through the first few issues, the process should become fairly automatic.

Some thought has gone into the order of each Capacity Dimension section to assist the RBA/AHRDA Capacity Self-Assessment Committee to involve all of its members more fully at the beginning of the process. Intervention Capacity touches everyone involved in the RBA/AHRDA program because this is the basis of the programs and services that are delivered. These first 30 issues should have no difficulty generating discussion.

Consensus First, Majority Second....

Because facilitators are asked to only record answers that appear to be reached by consensus, there will no doubt be plenty of discussion and some disagreement. In the event that consensus cannot be reached on some issues or indicators, a "show of hands" will determine a majority vote. The majority answer will then be recorded as the committee's response. In cases where there is a "draw" or a "tie" on some indicators, a note will be made to revisit the issue and the indicators at the end of the section or at the end of the day.

To Be or Not To Be Applicable

The objective of capacity assessment is to determine where various kinds of capacity exist within each RBA/AHRDA in order to plan future enhancements to the program. Therefore, it is extremely important that all issues be discussed and their indicators responded to in relation to each RBA/AHRDA's individual circumstances. Because of the fact that all RBAs/AHRDAs are different, an occasional issue may not apply to your particular RBA/AHRDA. In this case, a "check mark" (✓) can be inserted into the appropriate "N/A" box on the tool to make the entire issue "Not Applicable". It is expected, however, that a comment explaining why the issue is not applicable will be recorded in the appropriate "Comment" section provided at the bottom of the page. This will help anyone reviewing the response, to understand why the issue is not applicable.

Limitations that May Affect Responses

This facilitator guide is designed to try and reduce the wide interpretation of the many capacity indicators used in the tool, that might otherwise result if RBA/AHRDAs were left on their own to try to figure out what the authors of the tool were trying to say. It is recognized that there will still be limitations to the tool based on different perspectives. The following chart shows how broad differences in the make-up of RBA/AHRDAs can result in different perspectives on capacity development.

Limitations Effecting Responses

Perspective	Perceived Differences Limiting Capacity Development
Urban vs Rural	Urban RBAs/AHRDAs are more expensive to deliver because of the volume and diversity of the client base. Rural programs are less diversified due to limited local opportunities.
Centralized vs. De-centralized	De-centralized RBAs/AHRDAs are more costly to deliver due to geography and higher administration costs. Centralized RBAs/AHRDAs can do more as resources go farther.
Old vs. New	Older more established RBAs/AHRDAs have more capacity due to more experienced and skilled staff. New RBAs/AHRDAs have a longer, costlier learning curve.
Regional Differences	Some regions seem to have more opportunities, resources and HRDC support than others.
Cultural Differences	What works in one area may not work in another because cultures perceive things differently. Some cultures developed faster than others due to government support.

Who Should Participate in Capacity Self-Assessment?

Capacity Self-Assessment Committees are expected to be set up by each RBA/AHRDA to undertake their Capacity Self-Assessment. Depending on the size of the RBA/AHRDA, committees can range in size from 4 - 10 people. The ideal size for a committee is 6 - 8 people.

Committee members should be very knowledgeable about the RBA/AHRDA programs and services. Because questions cover most activities and processes, there should be a mix of front-line workers, managers and board members. RBAs/AHRDAs that have a close working relationship with a partner and/or a community representative could invite them. They could contribute their perspective on the capacity of the RBA/AHRDA to meet the needs of the community. Here is an example of a capacity self-assessment committee.

Sample Capacity Self Assessment Committee	
Potential Committee members	**#**
RBA/AHRDA Manager	1
RBA/AHRDA Staff (IE., career counselor, LMD officer, Labour market analyst, etc.)	3
RBA/AHRDA Board Member	1
Community Representative (IE. Band councillor with HR portfolio, CEDO, etc.)	1
Partner or Affiliate Representative (IE., training provider)	1
Total	7

Because the RBA/AHRDA Capacity Self-Assessment can take approximately two days to complete, committee members will need to block off time to be available for two complete days. The time and place where the meeting will take place will have been scheduled well in advance to ensure that committee members are available for that time period.

Scoring

Scoring of the Tool has been made relatively simple in order that the results can be easily retrieved from the Tool and understood by everyone involved in the capacity self-assessment. "Score Cards" have been provided for each facilitator to complete at the end of the capacity assessment.

Our sample below shows how the summary of responses from the Capacity Self-Assessment Tool can be easily recorded on each card. (Refer also to "How the Tool Works")

Once the 5 Capacity Indicators have been recorded on each Capacity Issue in the Tool, add them all together to obtain the final score for each Capacity Criteria. Then record that score in the blank space at the far right of the Score Card. Once the scores for each Capacity Criteria have been tallied, add up the scores for each Criteria and insert that number into the last blank box in the Total row on the bottom right of the Score Card. Once the column is completed, transfer the total score to the blank box at the bottom of the Total Score column, at the left hand side of the Score Card.

The score, in this example, can either be expressed as x / 65, (x out of 65 capacity indicators recorded), or a percentage of capacity indicated for that Dimension, by simply dividing x by 65.

Scores for different dimensions are not added. Scoring is only done by dimension.

SCORE CARD

SOCIO-ECONOMIC INTEGRATION CAPACITY

Total Score	CAPACITY DIMENSION		CAPACITY CRITERIA	CAPACITY ISSUES	CAPACITY INDICATORS	
/ 65	Socio - Economic Integration	1	RBA/AHRDA Economic Integration	4	20	1
		2	RBA/AHRDA Community Integration	4	20	1
		3	Entrepreneurship Development	3	15	1
		4	Cultural Development	2	10	1
			Total	13	65	5

Different RBA/AHRDA Characteristics

The following chart explores the various types of RBAs/AHRDAs that may exist across the spectrum of the RBA/AHRDA program. Understanding and knowing different RBA/AHRDA characteristics can help facilitators to obtain more accurate responses to capacity issues. It may also assist them in completing profile sheets.

Differentiating between Various RBA/AHRDA Structures

RBA/AHRDA characteristics	Description	Likely Case Scenario
Centralized	RBA/AHRDA is centrally located within the Aboriginal community it serves and operates from a central administrative authority.	- Central accounting/finance - Central decision making - Central authority/reporting - Accountable to central authority
Decentralized	RBA/AHRDA operates in numerous locations and delegates certain authority/responsibility to sub-offices.	- Local authority/decision making - Local accounting/finance/budgets - Programs and services may be different from one local community to the next
Centralized Authority / Decentralized Operations	RBA/AHRDA maintains central control and authority but delegates operational responsibilities to local sub-offices.	- Central accounting/finance - Central decision making - Central authority/ reporting - Decentralized delivery of programs and services - Accountable to multiple stakeholders
Urban	RBA/AHRDA is primarily urban based providing programs and services to urban Aboriginals.	- Usually only urban programming so unlikely to have remote services - Resources go farther (limited travel expenses) - Usually serve all Aboriginal groups - Likely to have broader programming
Rural	RBA is primarily rural based providing programs and services to rural Aboriginal communities.	- Tailor programs to meet different needs of communities - Programs and services limited due to low participation and cost of delivering rural programs - Remote access/services may apply
Rural & Urban	RBA/AHRDA provides programs and services to both rural and urban Aboriginal clients.	- Likely to have broad range of programming - May serve more than one Aboriginal groups - Remote access/services may apply - Rural program may operate slightly different from urban program - May be central (see above) for the urban operation but de-central for the rural (see above)

RBA/AHRDA characteristics	Description	Likely Case Scenario
Integrated	RBA/AHRDA operates as an extension of another program or as a department within an Aboriginal government.	- Is generally not independent - Board of Directors and governing council (ie., Chief & Council) tend to be the same - May report to a portfolio holder not a board - Share local government ideology, mandate, goals and objectives - Share finance and accounting - May share administration - May only have jurisdiction/responsibility over certain programs and services - Capacity Issues can still be responded to as though the entire integrated organization was the RBA/AHRDA, but must be explained in the comment section
Independent	RBA/AHRDA operates as a separate and autonomous organization.	- Has its own independent Board of Directors - Has its own mandate, policies and procedures and set of goals and objectives - Authority and responsibilities are generally derived from the RBA/AHRDA agreement not from the local Aboriginal government - Responsible for its own finance/accounting and administration, but this may be shared or contracted with the local Aboriginal government or some other partner
Large	RBA/AHRDA has a budget of over $16 million for 5 years.	- Tend to be province/territory wide in scope - May provide urban and rural programs - Provide wide range of programs and services - May have a variety of partnerships
Medium	RBA/AHRDA has a budget of between $8 million and $16 million for 5 years.	- Tend to be regional in scope - May provide urban and rural programs - Provide wide range of programs and services - May have a variety of partnerships - May have a variety of sub-agreements
Small	RBA/AHRDA has a budget of under $8 million.	- May be regional or local in scope - May provide urban and rural programs - Provide limited programs and services - May have a variety of partnerships - May have a variety of sub-agreements

RBA/AHRDA characteristics	Description	Likely Case Scenario
Multi-level	RBA/AHRDA operates effectively at a number of different levels.	- May offer both urban and rural programs - May have numerous partners/sub-agreements - Tend to be large and decentralized - May have different programs and services for different regions/cultural groups - Accountable to numerous stakeholders
Unilateral	RBA/AHRDA operates autonomously within a single community.	- Tend to be small or medium in size - Tend to be independent - Tend to have centralized decision making - Have clear jurisdiction over Aboriginal LMD - May have limited partnerships/sub-agreement
Diversified	RBA operates numerous programs and service within and even outside of the RBA/AHRDA program and mandate.	- Tend to be medium or large in size - Tend to have multiple programs operating at multiple levels within multiple regions - May have many partners and sub-agreements - Tend to be more aggressive in pursuing LMD - Tend to be innovative and active in LMD research and development - Tend to maximize leverage of resources
Multi-cultural	RBA/AHRDA deals with more than one cultural group.	- Deals with different cultural groups - May include programs and services to non-Aboriginal groups - Tend to include Aboriginal clients not from (outside) their territory
Single Culture	RBA/AHRDA deals with only one cultural group.	- Deals with only one group of Aboriginal clients (ie., Metis, First Nation or Inuit) - May provide limited services to others providing that funding is not required

RBA Profile Sheet

Recognizing that there will be differences between RBAs/AHRDAs, a one page profile sheet has been designed for the facilitator to fill out and submit with their completed Capacity Self-Assessment document. (It is actually attached to the front of the tool). This profile sheet is designed to assist the facilitators to familiarize themselves with the RBAs/AHRDAs before the self-assessment.

Sample Capacity Self Assessment Committee			
1	RBA Holder	Wannabee Tribal Council Affiliates	
2	Contact	John Doe Program Manager	1
3	Location	Bigtown	3
4	Type	Decentralized	1
5	Cultural Affiliation	First Nation	1
6	Size and Budget	Medium	1
7	Employees	10 Full Time	1
8	Population Served	50,000 First Nations People	8
9	Labour Rate	60% participation in the labour force	
10	Programs	Youth and Disabled (new) Wage Subsidy Vocational Preparation	Post Secondary Support Self-Employment Assistance Apprenticeship
11	Partners	Wannabee High School 10 Provincial Employment Centres	Wannabee High School 10 Provincial Employment Centres
12	Affiliates	Ottabee Training Ltd.	Aboriginal Career & Employment Centre

* All information provided in this example is fictitious. Any resemblance to an existing RBA/AHRDA is purely coincidental.

THE ASSESSMENT

Once participants are assembled, it is important to let them know:

- Who you are - some personal characteristics such as name, nation, experience
- The purpose of the meeting - The role of AHRDA and the relationship to HRDC
- What you want to accomplish over the next two days
- What you expect from their participation

Introductions

Introductions have always been and are a very important part of most Aboriginal people's way of doing things. Elders say that traditionally, hours were spent on introductions before a meeting could start. The significance of person's name, family, clan or nation was given the utmost respect. Many times, one whole day was set aside for introductions. To respect this traditional practice, emphasis should be made on the introductions as it signals the starting point of something important for which people are being asked to provide their thoughts, opinions, experience.

Some individuals in the RBA environment work together all the time. Others may work together occasionally or have only spoken on the telephone to each other. Some individuals may not know each other at all and it may be the first opportunity that they have meet other people working in the RBA environment. Whatever the case, the introductions will be important. It is important that people say their names at least one time. In addition, they should be asked to talk about the role that they have within the community they are working.

Overhead Presentation to Participants

At this point the participants should be given the opportunity to get settled before the overhead presentation begins.

Slides should be presented with a brief explanation. The presentation should not take any longer than 15 to 20 minutes.

Why Assess Capacity?

1) The Mid-Term Review of the RBA program undertaken in 1998 found that:

- Some RBAs needed to build their organizational capacity to deliver labour market programming.
- In particular, RBAs needed to increase their capabilities to:
    - perform functions,
    - solve problems and achieve objectives; and
    - understand and deal with labour market needs in a broad context and in a sustainable manner.

Conclusion:

There was a need to develop tools that lead to improvements in program design, delivery and results.

2) RBAs held a conference in February 1999; **"Thinking of Evaluation: RBAs and Beyond"** where the participants discussed evaluation and the accountability needs of various stakeholders:

- ➢ HRDC is accountable to Parliament for the program it sponsors,
- ➢ RBAs have to be accountable to their chiefs and councils,
- ➢ Community accountability is important but is not receiving sufficient attention,
- ➢ Self-evaluation is one element of the review strategy for the AHRDS; and
- ➢ Many RBA holders lack the capacity and skills needed to undertake effective evaluation to be accountable to all stakeholders.

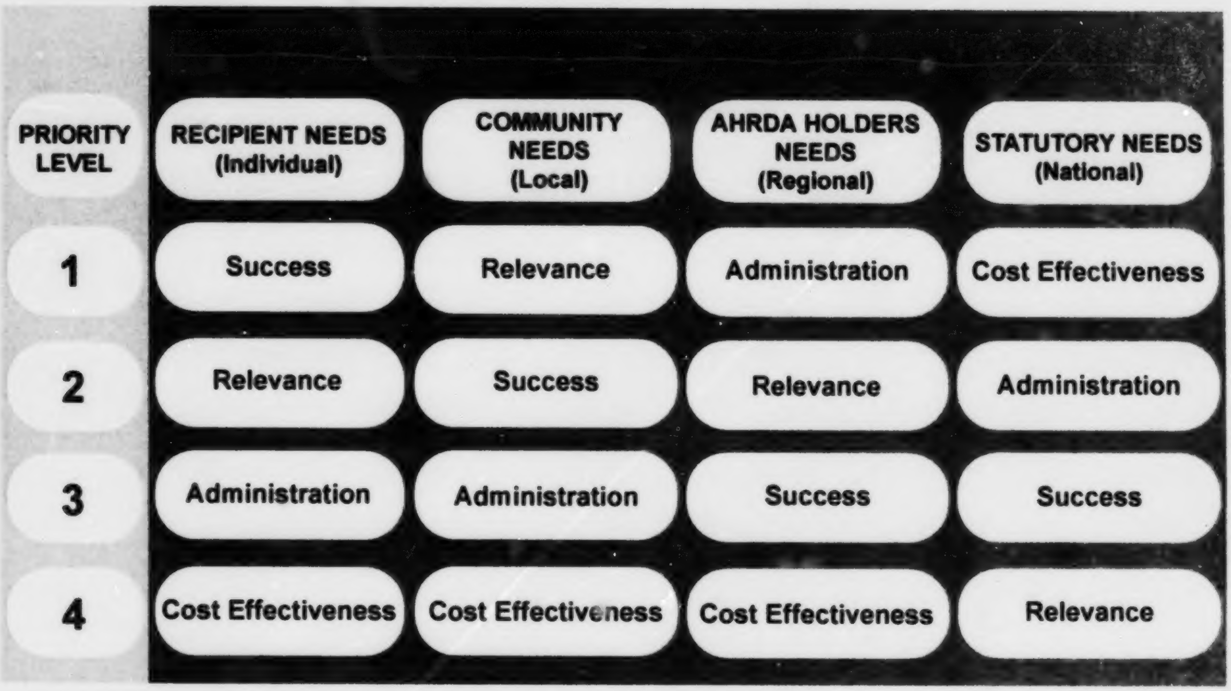
Summary

There are many stakeholders in the RBA process and each have different evaluation needs and accountabilities. All those needs can be addressed, as will be seen in the following illustrations.

Conclusion:

The evaluation capacity of RBAs is unknown. There is need to assess the capacity of RBAs to measure the performance of their programs. There is a need to provide tools to strengthen their evaluation capacity.

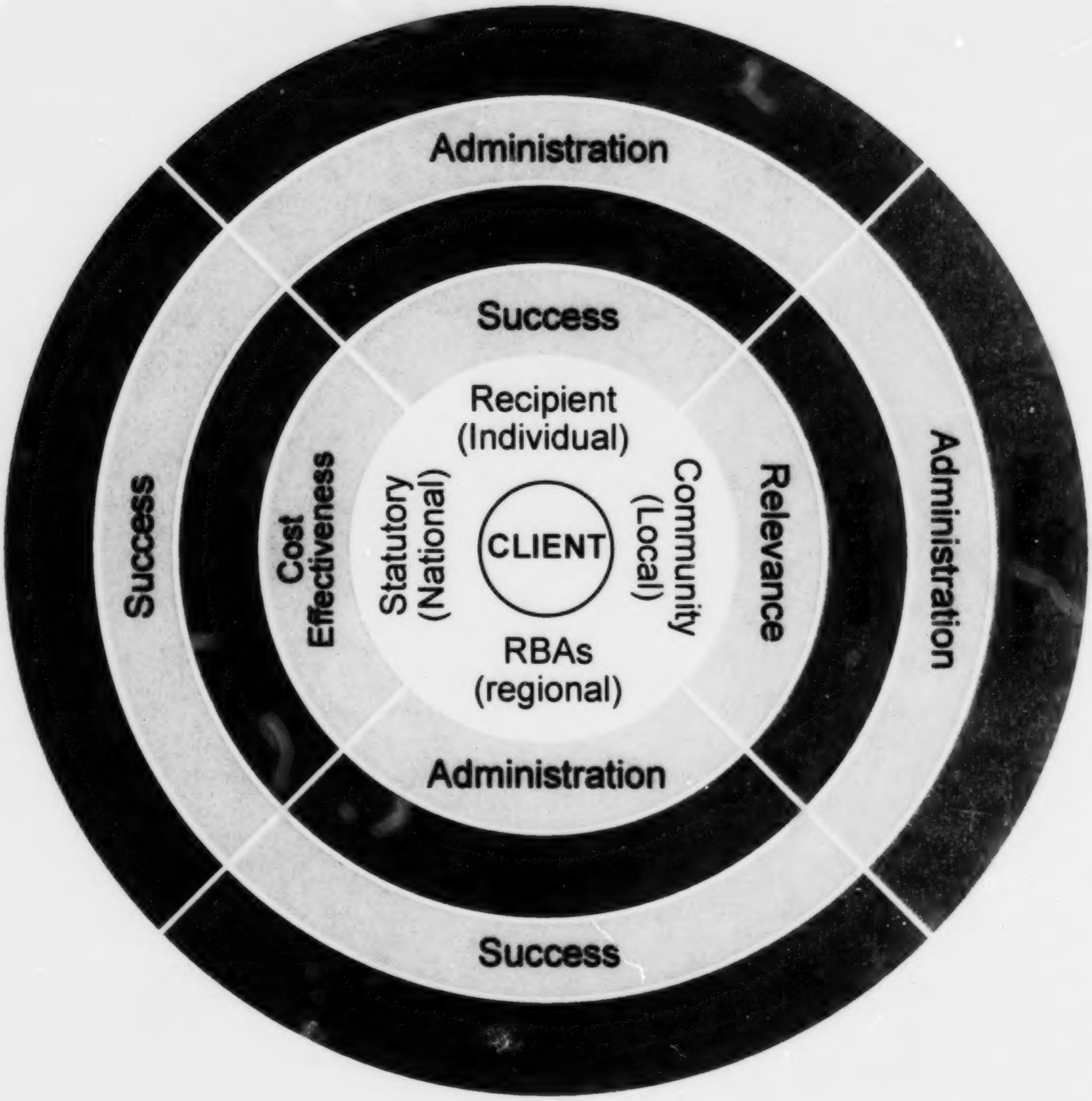
PROGRAM PERFORMANCE COMPONENTS
HIERARCHY OF IMPORTANCE TO STAKEHOLDERS



PRIORITY LEVEL	RECIPIENT NEEDS (Individual)	COMMUNITY NEEDS (Local)	AHRDA HOLDERS NEEDS (Regional)	STATUTORY NEEDS (National)
1	Success	Relevance	Administration	Cost Effectiveness
2	Relevance	Success	Relevance	Administration
3	Administration	Administration	Success	Success
4	Cost Effectiveness	Cost Effectiveness	Cost Effectiveness	Relevance

Various stakeholders have different priorities and information needs.

PROGRAM PERFORMANCE COMPONENTS HIERARCHY OF IMPORTANCE (STAKEHOLDER'S PERSPECTIVE)


Administration
Success
Recipient (Individual)
Success
Cost Effectiveness
Statutory (National)
CLIENT
Community (Local)
Relevance
Administration
RBAs (regional)
Administration
Success

Objectives of Capacity Self-Assessment

- Provide AHRDA holders the opportunity to compare their performance against best practices and identify areas for development and improvement.
- Identify gaps in capacity for human resources development.
- Develop capacity building plans.
- Assure all stakeholders that AHRDAs are meeting their needs.

Benefits of Capacity Self-Assessment

The Capacity Self-Assessment will help in developing a plan to:

- Develop capabilities to respond to client needs,
- Strengthen the human resources skills and abilities within the organization,
- Improve and build upon existing management processes; and
- Strengthen accountability.

Scope of the Capacity Self-Assessment

Administrative

- Strategic and operational planning
- Self-sufficiency development
- Operational Efficiency
- Internal human resource development
- Data and management information systems
- Communications

Socio-Economic Integration

- Economic integration capacity
- RBA community integration
- Entrepreneurship development
- Cultural integration

Partnering

- Private, Corporate and Business Sector partnerships
- Successful HRDC relationships
- Programming relationships with the province
- Apprenticeships
- Community-based planning integration

Accountability

- Financial controls
- Evaluation Capacity

Interventions

- Personal development and preparedness training
- Employment Readiness
- Sustainable and emerging occupational training
- Training and remote communities
- High quality employment development
- Holistic strategies for development/assessment
- Client self-service development and access
- Intervention research and development
- Life skills training

Question and Answers

Participants should be given the opportunity to pose questions at this point. Listed below are the most commonly raised questions and issues.

How will this capacity assessment workshop benefit my organization?

✓ Capacity assessments can be used as part of a RBA/AHRDA holder's planning process.

✓ Capacity assessments can contribute to the development of capacity building plans, an activity that is integral to the Aboriginal Human Resources Development Agreements.

Do I have to be here the whole time?

✓ You were asked to attend the workshop because of your knowledge and experience. The questions cover all the activities and processes of RBAs/AHRDAs. Questions are answered by consensus. However, on some issues, you might be the person who knows
✓ the most. Your presence during the whole workshop is very important.

A Sample Run Using the Capacity Assessment Tool

#1

Capacity Dimension		Automotive Skills		
Capacity Criteria		Operating a vehicle	# of Issues	
Issue: Can you drive on icy roads?			Yes	N/A
Indicators	1	Knows correct stopping distance		
	2	Travels safe distance when following other vehicles		
	3	Knows the 3 major signage for icy conditions		
	4	Knows what black ice patches look like		
	5	Pumps brakes to stop		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

A Sample Run Using the Capacity Assessment Tool
#2

Capacity Dimension		Automotive Skills		
Capacity Criteria		Vehicle maintenance	# of Issues	
Issue:		Do you upkeep your vehicle on a monthly basis?	Yes	N/A
Indicators	1	Check your oil every month		
	2	Clean your car upon finishing road trips		
	3	Can locate your windshield washer fluid apparatus		
	4	Know your service guy's first name		
	5	The cigarette lighter in your car works		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Keeping Copies

You are now ready to proceed with the assessment. You will need to keep a copy of the tool filled out and leave one with the RBA/AHRDA.

For you own copy, use the overhead version of the tool. Fill it out as you go, putting each page on the projector. Use indelible markers. It will be the copy you will be using to prepare your report. For the copy that will stay with the AHRDA, ask a participant to fill-out a paper copy of the tool as you go through the assessment.

Getting Started

Before you start, remind people that there is a manual explaining each issue, and that they should feel comfortable referring to it. Leave a copy in the middle of the table.

Before you go into a capacity dimension, we suggest that you provide a brief introduction to participants. You could read aloud to participants the definition of that capacity dimension that is found at the beginning of each section of the guide.

Making Sure People Understand

As you go through the tool, check people's body language. If a question does not seem to be clear, do not hesitate to pick-up the manual and read the explanation. Some people may be embarrassed to say that they don't understand something. If necessary say that you are not sure you understand and read from the manual.

There are a few places where we strongly recommend that people refer to the manual before answering. Those terms are identified with italics in the tool.

Closure

If you were able to compile the score cards for each capacity dimension, show them to people.

The assessment will have more value for the organization if an action plan is developed and someone is put in charge of implementing it. Offer to work with that person on developing the action plan, which will become a capacity building plan. Those plans are part of their AHRDA agreements.

At the end of the session, let participants know that you will prepare a summary of the results and send that to them shortly. Commit to a specific date. Ask someone to be in charge of presenting that report to the board with the capacity building plan.

If a photocopier is available on site, make a copy of the paper version of the filled-out tool.
This will be useful if the overhead version is not always readable.

Reporting

Within a week after the workshop, the facilitator will provide a report to the RBA/AHRDA summarizing the results. A template of that report follows.

Thank you very much for your participation in that process.

AHRDA PROFILE		
AHRDA Holder		
Contact	Name: Title:	Tel: Fax:
Location	City, Province/Territory	
Characteristics	For example, centralized or decentralized	
Cultural Affiliation	Inuit, First Nations or Metis	
Budget	Budget for the duration of the agreement	
Employees	Number of full time and part-time employees	
Population Served	Number of people living in the communities served	
Unemployment	Overall unemployment rate in communities served	
Programs	Various types of training offered	
Partners	For example, training institution, economic development corporations	

Capacity Results Summary

Capacity Dimension	# of Criteria	# of Issues	# of Indicators	# of Custom Indicators	# of Actual Indicators	% score
Intervention	11	30	150	150	108	72%
Socio-Economic Integration	4	13	65	55	40	73%
Partnering	4	10	50	50	36	72%
Administrative	7	36	180	180	117	65%
Accountability	2	13	65	65	45	69%

# Custom Indicators:	Total number of indicators from applicable issues (# of applicable issues x 5)
# Actual indicators:	Number of indicators ticked from applicable issues (each is worth a point)
% score:	actual indicators/custom indicators

Intervention Capacity Summary

Item	Maximum possible	Custom	Actual
Number of criteria	11	11	
Number of issues	30	30	
Number of indicators	150	150	108
% capacity (this dimension)			72%

Please note that when an issue is non applicable, the facilitator shall enter 0 in the custom column for that issue. The facilitator shall also enter a 0 in the actual column for each non applicable issue.

Capacity Criteria Personal Development and Preparedness Training (4 issues)

	Maximum possible	Custom	Actual
Does AHRDA provide Effective Client Intake/Orientation?	5	5	4
Does AHRDA provide Employment/Career (E/C) Counselling?	5	5	4
Does AHRDA provide Life-Skills Support/Training Courses?	5	5	4
Does AHRDA help clients access alternative sources of funding?	5	5	4
	20	20	16

Capacity for this criteria: 80%

Capacity Criteria Intervention Assessment (2 issues)

	Maximum possible	Custom	Actual
Does AHRDA have a Process for Managing Training Purchases?	5	5	4
Does AHRDA Conduct Client Career Assessment?	5	5	4
	10	10	8

Capacity for this criteria: 80%

Capacity Criteria Employment Readiness (7 issues)

	Maximum possible	Custom	Actual
Does AHRDA Program offer clients pre-employment services?	5	5	3
Does AHRDA assist clients to prepare to enter the workforce?	5	5	3
Does AHRDA have access to employment information resources?	5	5	3
Does AHRDA have an effective placement and referral program?	5	5	3
Do youth have access to AHRDA services?	5	5	3
Do disabled people have access to AHRDA services?	5	5	3
Does AHRDA provide programming for women?	5	5	[illegible]
	35	35	22

Capacity for this criteria: 63%

Capacity Criteria Sustainable and Emerging Occupational Training (7 issues)

	Maximum possible	Custom	Actual
Does AHRDA provide access to occupational training?	5	5	4
Does AHRDA provide access to apprenticeship training?	5	5	3
Does AHRDA provide access to high technology training courses?	5	5	4
Does AHRDA provide access to sectoral training?	5	5	3
Does AHRDA promote programs that lead to higher education?	5	5	4
Does AHRDA offer support for seasonal employment?	5	5	3
Does AHRDA support maintaining and developing traditional skills?	5	5	4
	35	35	25

Capacity for this criteria: 71%

Capacity Criteria Training in Remote Communities (1 issue)

	Maximum possible	Custom	Actual
Does AHRDA provide training in remote communities?	5	5	4

Capacity for this criteria: 80%

Capacity Criteria High Quality Employment Development (3 issues)

	Maximum possible	Custom	Actual
Does AHRDA promote high quality employment development?	5	5	4
Does AHRDA provide high quality employment training programs?	5	5	3
Is AHRDA able to gage impact of quality employment initiatives?	5	5	4
	15	15	11

Capacity for this criteria: 73%

Capacity Criteria Holistic Strategies for Training Development/Assessment (2 issues)

	Maximum possible	Custom	Actual
Does AHRDA approach training development holistically?	5	5	4
Do AHRDA training programs reflect community values?	5	5	3
	10	10	7

Capacity for this criteria: 70%

Capacity Criteria Client Self-Service Program Development and Access (1 issue)

	Maximum possible	Custom	Actual
Do AHRDA Programs Allow for Some Client Self-Service?	5	5	3

Capacity for this criteria: 60%

Capacity Criteria Intervention Research and Development (1 issue)

	Maximum possible	Custom	Actual
Does AHRDA do Intervention Research and Development?	5	5	3

Capacity for this criteria: 60%

Capacity Criteria Life Skills Training (2 issues)

	Maximum possible	Custom	Actual
Does AHRDA provide life skills training?	5	5	5
Does AHRDA life skills training program address basic needs?	5	5	4
	10	10	9

Capacity for this criteria: 90%

Socio-Economic Integration Capacity Summary			
Item	Maximum possible	Custom	Actual
Number of criteria	4	4	
Number of issues	13	11	
Number of indicators	65	55	40
% capacity (this dimension)		73%	

Capacity Criteria AHRDA Economic Integration (4 issues)

	Maximum possible	Custom	Actual
Is AHRDA having a direct impact on the local economy?	5	5	5
Does AHRDA offer programs that directly support local economy?	5	5	5
Does AHRDA involve local businesses in its programs and services?	5	0	0
Does AHRDA tie programs to economic development?	5	5	5
	20	15	15

Capacity for this criteria: 100%

Capacity Criteria AHRDA Community Integration (4 issues)

	Maximum possible	Custom	Actual
Is AHRDA a community based organization?	5	0	0
Does AHRDA have a positive impact on the community?	5	5	4
Do AHRDA programs reflect the needs/aspirations of community?	5	5	3
Does AHRDA address "wellness/healing" issues of clients?	5	5	4
	20	15	11

Capacity for this criteria: 73%

Capacity Criteria Entrepreneurship Development (3 issues)

	Maximum possible	Custom	Actual
Does AHRDA support a full range of entrepreneurial programs?	5	5	2
Does AHRDA support programs that directly assist entrepreneurship	5	5	3
Does AHRDA participate in community entrepreneurship initiatives?	5	5	2
	15	15	7

Capacity for this criteria: 47%

Capacity Criteria	Cultural Integration (2 issues)		
	Maximum possible	Custom	Actual
Does AHRDA reflect the local culture in its program delivery?	5	5	3
Does AHRDA support local cultural development?	5	5	4
	10	10	7

Capacity for this criteria: 70%

Partnering Capacity Summary

Item	Maximum possible	Custom	Actual
Number of criteria	4	4	
Number of issues	10	10	
Number of indicators	55	50	36
% capacity (this dimension)		72%	

Capacity Criteria Private, Corporate and Business Sector Partnerships (2 issues)

	Maximum possible	Custom	Actual
Is AHRDA actively involved in private, corporate and business sector	5	5	3
Does AHRDA encourage or promote private sector partnerships?	5	5	3
	10	10	6

Capacity for this criteria: 60%

Capacity Criteria Successful HRDC Relationships (4 issues)

	Maximum possible	Custom	Actual
Does AHRDA communicate effectively with HRDC?	5	5	3
Does AHRDA work closely with HRDC to achieve LMD objectives?	5	5	4
Does AHRDA provide critical data to HRDC when required?	5	5	5
Does HRDC communicate effectively with your AHRDA?	5	5	4
	20	20	16

Capacity for this criteria: 80%

Capacity Criteria Programming Relationships with Province/Territory (3 issues)

	Maximum possible	Custom	Actual
Does AHRDA share Aboriginal LMD programs with prov./territory?	5	5	3
Does AHRDA have jurisdiction for Aboriginal LMD in prov./territory?	5	5	4
Does AHRDA regularly communicate with the prov./territory?	5	5	3
	15	15	10

Capacity for this criteria: 67%

Capacity Criteria Apprenticeships (1 issue)

	Maximum possible	Custom	Actual
Does AHRDA have an effective apprenticeship support program?	5 5	5 5	4 4

Capacity for this criteria: 80%

Administrative Capacity Summary

Item	Maximum possible	Custom	Actual
Number of criteria	7	4	
Number of issues	36	36	
Number of indicators	180	180	117
% capacity (this dimension)		65%	

Capacity Criteria Strategic and Operational Planning (6 issues)

	Maximum possible	Custom	Actual
Does your AHRDA have a long term strategic plan?	5	5	3
Does the long term strategic plan contain key elements?	5	5	4
Does AHRDA staff understand the long term strategic plan?	5	5	3
Does your AHRDA have an annual operational plan?	5	5	4
Does Annual operational plan contain key elements?	5	5	4
Does your AHRDA do effective operational planning?	5	5	3
	30	30	21

Capacity for this criteria: 70%

Capacity Criteria Community Based Planning Integration (1 issue)

	Maximum possible	Custom	Actual
Do AHRDA initiatives meet planned community objectives?	5	5	4
	5	5	4

Capacity for this criteria: 80%

Capacity Criteria Self-Sufficiency Development (6 issues)

	Maximum possible	Custom	Actual
Is your AHRDA an Aboriginal owned and controlled institution?	5	5	3
Does AHRDA have jurisdiction over Aboriginal LMD initiatives?	5	5	4
Does your AHRDA Strive to be Self-Sufficient?	5	5	3
Does your AHRDA have Terms of Reference (TOR) for its Board?	5	5	3
Does your AHRDA leverage its resources?	5	5	3
Does your AHRDA practice capacity building/development?	5	5	4
	30	30	20

Capacity for this criteria: 67%

Capacity Criteria Operational Efficiency (6 issues)

	Maximum possible	Custom	Actual
Does your AHRDA have a policies and procedures manual (PPM)?	5	5	3
Does your AHRDA have a formalized organizational structure?	5	5	4
Does your AHRDA provide staff orientation to new employees?	5	5	5
Does your AHRDA have effective client contract management?	5	5	4
Does your AHRDA have effective service contract management?	5	5	3
Does AHRDA have a formal process for dealing with sub-agencies?	5	5	3
	30	30	22

Capacity for this criteria: 73%

Capacity Criteria Internal Human Resources Development (6 issues)

	Maximum possible	Custom	Actual
Does your AHRDA have an effective human resources plan?	5	5	3
Does AHRDA effectively use training plans for each employee?	5	5	4
Does your AHRDA promote team building?	5	5	3
Does Your AHRDA effectively use performance appraisals?	5	5	3
Does AHRDA use job descriptions effectively?	5	5	3
Does AHRDA properly compensate its employees?	5	5	4
	30	30	20

Capacity for this criteria: 67%

Capacity Criteria Data Systems and Management Information Systems (4 issues)

	Maximum possible	Custom	Actual
Does your AHRDA have a fully functional data system?	5	5	3
Is data system accessible to all key AHRDA personnel?	5	5	3
Is AHRDA data system secure?	5	5	4
Does AHRDA accounting software effectively manage financial data?	5	5	3
	20	20	13

Capacity for this criteria: 65%

Capacity Criteria Communications (7 issues)

	Maximum possible	Custom	Actual
Does AHRDA have effective electronic communication tools?	5	5	2
Does AHRDA have sufficient electronic communication tools?	5	5	2
Does AHRDA produce effective communication materials?	5	5	3
Does AHRDA provide client's access to employment information?	5	5	3
Does AHRDA have effective communication with HRDC?	5	5	2
Does AHRDA communicate effectively with outside agencies?	5	5	2
Does your AHRDA have an effective communication plan?	5	5	3
	35	35	17

Capacity for this criteria: 49%

Accountability Capacity Summary

Item	Maximum possible	Custom	Actual
Number of criteria	2	2	
Number of issues	13	13	
Number of indicators	65	65	45
% capacity (this dimension)		69%	

Capacity Criteria Financial Controls (7 issues)

	Maximum possible	Custom	Actual
Does AHRDA maintain centralized control of its finances?	5	5	3
Does AHRDA have qualified finance /accounting personnel?	5	5	4
Does AHRDA have financial safeguards in place?	5	5	3
Does AHRDA prepare regular financial statements?	5	5	3
Does AHRDA control travel expenses?	5	5	4
Does AHRDA control payroll expenses?	5	5	3
Does AHRDA prepare program budgets?	5	5	4
	35	35	24

Capacity for this criteria: 69%

Capacity Criteria Evaluation Capacity (6 issues)

	Maximum possible	Custom	Actual
Does AHRDA have clearly stated objectives for its activities/projects	5	5	3
Does AHRDA have a way of assessing different activities/projects?	5	5	4
Does AHRDA assess its different activities/projects?	5	5	3
Does AHRDA conduct its own program evaluation?	5	5	3
Does your AHRDA evaluation include key elements?	5	5	4
Does AHRDA effectively use evaluation findings?	5	5	4
	30	30	21

Capacity for this criteria: 70%

GLOSSARY OF TERMS AND MEANINGS

GLOSSARY of TERMS

A

Accountability Capacity

For the purpose of this Capacity Self-Assessment, there are two main areas of accountability. One deals with financial accountability issues, such as financial controls, reporting, budgeting, expense control and qualified accounting personnel. The other area deals with the capacity to conduct evaluations of the programming that RBA/AHRDA are responsible to implement. To meet the needs of all stakeholders, RBA/AHRDA have identified performance measurement criteria that reflects National Framework Accountability requirements as well as the social development indicators that are relevant to the Aboriginal communities.

Alternate Source of Funding

Funds used to assist individuals seeking employment or interventions that are obtained outside of the RBA/ AHRDA program are considered to be alternative sources of funding.

Apprenticeship

Apprenticeship training are programs in which an individual participates in a determined time frame to learn a specific skill or craft through practise with expertise.

B

Basic Computer Training

Basic computer training includes an introductory computer course, word processing and spread sheets.

C

Capacity Development or Capacity Building

Capacity Building refers is a process by which organizations increase their abilities to: set objectives and priorities, perform functions, solve problems and achieve objectives; and understand and deal with labour market needs in a broad context and in a sustainable manner.

CEDO

CEDO's are community economic development officers who have the responsibility to work on the commercial and business initiatives undertaken in a community.

Criteria statement

Criteria statements are written standards on which a judgement or measurement can be made.

Co-venture

Co-venture is when two or more organization join their resources to achieve a common objective.

Community-based

Community-based means that an activity, project office, organization or initiative is located in the same geographic place as the people that are being served. Community includes residents, businesses, programs of the community and their staff, and local government leaders.

Community Integration

Community integration refers to how various programs, projects, and initiatives are related to each other in following the vision that is set out for a people to achieve their social, political, economic and cultural objectives.

Community values

Community values are the philosophies, ideas and beliefs, and ways of doing things that a group of people, with similar characteristics and circumstances, define as being important.

Critical data

Critical data is the core information of the human resource development programs and it is the information that HRDC requires in order to fulfill its statutory requirement. Critical data includes: number of interventions, Savings to the Employment Insurance Accounts, Savings to the Social Assistance Accounts, and statistics on the reduction of usage in Employment insurance.

E

Economic self-sufficiency

Economic self-sufficiency means that commercial activity in a community does not have to rely on a government entity to provide moneys but generates moneys through its own means.

Economic integration

Economic integration refers to how various programs, projects, and initiatives are related and work together to achieve the vision that is set out for realizing the objectives to use the resources and production of goods of a community.

Employment readiness

Refers to the skills that a person requires in order to pursue a job. It can include resume writing, job interview skills, training in a specific area of expertise, and communication abilities.

Entrepreneurship

Entrepreneurship is skills associated with business development and typically include: business planning, identifying opportunities, marketing, operations, and finance.

Evaluation

A formal assessment of the effectiveness of a program or project operation.

Evaluation Capacity

The abilities that an organization possess to undertake a formal assessment of the effectiveness of a program or operation.

F

Feedback

Feedback is the return of input, comments, opinion and assessments.

H

High technology

High technology skills and training refers to the use of computers and/or specialized equipment that require specialized knowledge. High technology careers include computer programming, computer engineering, software development and web-site design. It also includes careers that require specialized knowledge such as biology, or specialized knowledge to work in forestry mill operations, culture practices and treatments, etc.

Higher education

Higher Education is training that is completed at the university or college level and typically requires two years (or more) to complete.

High quality Employment development

High quality employment are those jobs which require the person to have specialized knowledge and are typically at the middle or senior management level.

Holistic

Holistic refers to how everything is tied together when taking all the related pieces into account. This approach means taking into account the needs of all the stakeholders (those with an interest) of the RBA/AHRDA program. Holistic thinking/approaches/decisions are common place among various Aboriginal cultures.

I

Intervention capacity

Refers to the competence and abilities held within an RBA organization to provide the programs necessary for human resource development including: purchasing course training, on-the-job training, work experience, life skills, job-search assistance, pre-employment readiness.

J

Jurisdiction

Jurisdiction means that RBAs/AHRDAs have legal and financial responsibility to plan and make decisions regarding Aboriginal people. With respect to Aboriginal Labour market development, the RBAs/AHRDAs are able to influence a more favourable programming relationship with the province/territory because they *"come to the table"* as an equal partner. However, because jurisdiction is not always clear, it sometimes requires RBAs/AHRDAs to assert themselves as having it.

L

Labour Market Development

Local labour market information is usually a listing and a description that outlines what type of work is available in the local or national market place. It can help RBAs/AHRDAs to monitor trends over time, as well as provide a periodic reflection of how many jobs are being created.

Life skills

Life skills refer to the activities and functions that an individual needs to perform in order to cope with everyday activity. These skills can be psychological in nature such as anger management, conflict resolution, or assertiveness training strategies or can encompass things such as opening a bank account, getting a driver's licence or getting personal papers or budgets in order. Life skills training helps prepare individuals to join the work force.

Local economy

Local economy refers to the various economic development initiatives, business and commercial operations, and industry that exists in the community where clients live. Impacts include more jobs and training, more self-esteem, new businesses, and better standards of living.

N

Networking

The term network is used to mean interactions with a group of people within various organizations and involves maintaining contact lists, attending meetings and having regular contact with other interested parties.

O

Occupational Training

Occupational training is training that leads to work in a certain field or vocation. It is when individuals pursue training in a field that becomes their career.

Outside

When "outside" is used it refers to the programs and activities that are not under the control or authority of the RBA/AHRDA.

P

Private Sector

The private sector are the organization that usually operate on "for profit" basis.

Partnering capacity

Partnering capacity refers to the ability of the RBA/AHRDA to develop linkages and relationships with other organization, agencies, and people to find common solutions and benefits relating to human resources development.

Program evaluation

A formal assessment of the effectiveness of a program or project operation.

Pro-active

Anticipating solutions and problems and taking action.

Q

Quality Employment

High quality employment are those jobs which require the person to have specialized knowledge and are typically at the middle or senior management level.

Quarterly

Quarterly refers to every third month.

R

Rapport

Rapport is when a positive harmonious relationship established between parties enables an easy exchange of information.

Remote

Remote communities are typically more than 100 kilometres from the nearest RBA/AHRDA office or are fly-in communities.

Research

Finding information about a topic.

S

Seasonal employment

Seasonal employment means that employment only last for a few months or a year, or that there is work at only certain times of the year. For example, tourism during the summer months, carpentry in the summer, working at a ski lodge in the winter, etc.

Sectoral training

Sectoral training refers to a specific categorization of trades and occupations. Very often the sectoral training is in fields such as, farming, forestry, mining, fishing, etc., or the primary industries which are typically tied to natural resource development. Sectoral training also includes the industries which are service driven such as education, high technology, and telecommunications.

Self-sufficient

Self-sufficiency with respect to the RBA/AHRDA means that the organization is able to maintain itself without the need for outside expertise. This is not to be confused with economic self-sufficiency.

Self-employment

Self-employment is when an individual works contractually on their own to provide a product or service. It means that the individual does not have an organization or another person acting as an employer.

Stakeholder

A stakeholder is a person or organization who have an interest in the development and delivery of human resources. There are many groups who are affected by human resources development, including: community residents, youth, disabled people, employers, economic development, education, social, health, staff, and local government leaders. With respect to the overall model used in RBA/AHRDA capacity assessment, stakeholders are clients, the RBA organization, the community, and Human Resources Development Canada (HRDC).

Strategy

A strategy is a detailed plan or method that is developed to attain a long-term goal.

Support

Support is assistance that is financial, moral, legal or encouraging in its nature.

Sustainable jobs

Sustainable jobs refers to work that will continue to exist into the foreseeable future.

T

Targeting

Targeting is simply a means of focussing on an opportunity to learn a specific type of skill.

Traditional

Traditional refers to the practices and ways that have been unique to Aboriginal people for generations.

Traditional skills

Traditional skills are those which are unique to Aboriginal people which have been practised for generations.

Transparency

Transparency refers to a process for making activity open to all authorities responsible for the organization and sometimes the public.

U

Up-grading

Up-grading refers to pre-employment services for clients who need up-grading (ie, grade 8 to 10, or 10 to 12) and are better able to assist clients to obtain the necessary skills to successfully enter the labour force.

Underwrite

Underwrite means to agree to purchase or provide financial support.

Urban

Usually means the concentration of the Aboriginal population in a city setting.

V

Value for Money

This term is used to denote market rates. It means the RBA/AHRDA is getting charged the same price as "others" would for a similar service.

W

Wage subsidy

A wage subsidy is when the RBA/AHRDA pays for a portion of an individual's salary for a specified period of time.

Wellness-healing

Wellness-healing relates primarily to social problems/illnesses usually caused from a cycle of family violence, e.g., "Residential School Syndrome", poverty, substance abuse and/or despair. RBA/AHRDA staff clearly understand this matter by providing appropriate support to clients in a respectful manner while facilitating the client's success.

List of Acronyms

------------------- List of Acronyms ------------------

AHRDA:	Aboriginal Human Resources Development Agreement
AHRDAs:	Refers to Aboriginal Human Resources Development Agreement holders
AHRDS:	Aboriginal Human Resources Development Strategy
ALM:	Aboriginal Labour Market
CIDA:	Canadian International Development Agency
CEDO:	Canadian Economic Development Officer
CRF:	Consolidated Revenue Fund
EI:	Employment Insurance
HRDC:	Human Resources Development Canada
LMD:	Labour Market Development
LMDA:	Labour Market Development Agreement
RBA:	Regional Bilateral Agreement
RBAs:	Refers to Regional Bilateral Agreement holders
SA:	Social Assistance
TOR:	Terms of Reference

TERMINOLOGY AND RATIONALE TO QUESTIONS FROM THE TOOL

Section E

Intervention Capacity

This section contains the following:

Intervention Capacity		
Number of Capacity Criteria	Number of Capacity Issues	Number of Capacity Indicators
10	30	150

What is Intervention Capacity?

Interventions are the various programs, services, actions and administrative procedures that are provided by RBAs/AHRDAs to assist their clients to attain the skills and experience needed to secure meaningful employment. In the context of the RBA/AHRDA program, the word intervention suggests that there is a process to directly intervene on behalf of the client to organize programs and services that will improve the clients ability to seek employment. This includes: preparing the client to assume responsibility for upgrading their skills and to be ready to enter the workforce; assessing/arranging/negotiating training programs. On behalf of the client; developing programs and services that provide clients access to sustainable occupations and higher quality employment; and holistically incorporating community and cultural values into the design and delivery of the RBA/AHRDA program.

Special Notes for this Section

1. Intervention capacity can be effected by whether an RBA/AHRDA is centralized (all decisions on interventions are made from a central office) or decentralized (intervention decisions are made locally through sub-offices of the RBA/AHRDA).

2. Intervention capacity can be effected by whether an RBA/AHRDA is urban (located and operating primarily in urban centres) or rural (located and operating primarily outside of the urban centres). It is possible, however, to be both.

3. Intervention capacity can be effected by cultural affiliation, (e.g., Metis, Inuit, or First Nation), insofar as federal and provincial jurisdictions may come into play with certain programs and services thereby providing an advantage or disadvantage for RBAs/AHRDAs. *Refer to Section 3, Partnering Capacity.*

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Personal Development and Preparedness Training	**1 of 4 Issues**

Issue: 1	**Does RBA provide Effective Client Intake/Orientation?**

Client intake/orientation is the first point of contact for the client to RBA/AHRDA programs and services. It is critical because it engages the client into the job search process and prepares prospective clients for entry into programs/interventions offered by the RBA/AHRDA.

Indicator	1	RBA receptionist addresses initial client inquiries.

Centralized RBAs/AHRDAs have a receptionist who is able to greet the client and address his/her initial inquiries, but it is recognized that decentralized RBAs/AHRDAs may not have a receptionist or simply shares one with another organization. In either case, the person who initially receives the client should be aware of the RBA/AHRDA program and either direct the client to the proper person or to the information they require.

Indicator	2	Clients are encouraged to review "job board" postings.

Most RBAs/AHRDAs have "Job Boards" where clients are free to browse for possible job opportunities. Clients can be easily encouraged to review Job Boards without the need for direct assistance if the Job Boards are made readily accessible to the client. Accessibility to job boards encourage clients to take initiative in researching career decisions and for identifying potential employment interventions they may require.

Indicator	3	Clients are asked to complete a preliminary registration form.

Preliminary registration forms provide critical background information on the client. These forms are given to the client by the receptionist (if there is one), filled out by the client and returned back to the receptionist. Client registration forms enable the RBAs/AHRDAs to serve the client and quickly address their needs. Once a file is started with the initial application form, it needs to be updated during subsequent visits.

Indicator	4	RBA holds scheduled orientation seminars for new clients. (Weekly, monthly, quarterly)

Regularly scheduled orientation seminars familiarize clients to the RBA/AHRDA interventions, requirements and processes. These sessions inform the clients about the organization and the expectations in seeking employment and intervention opportunities.

Indicator	5	Clients are referred to an employment/career counsellor.

When clients enter an RBA/AHRDA office and it is determined that they are looking for assistance to either find a job or upgrade their skills, it is important that they be directed to an employment/career counsellor quickly, preferably while the client is still there. (Some RBAs/AHRDAs schedule an appointment for the client to come back, but there is a risk that the client may not come back).

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Personal Development and Preparedness Training	**2 of 4 Issues**

Issue: 2	**Does RBA/AHRDA provide Employment/Career (E/C) Counselling?**

Employment/Career (E/C) Counselling assist prospective clients to determine appropriate employment/career choices and paths that will help prepare them for entry into programs/interventions offered by the RBA/AHRDA.

Indicator 1 Clients are required to see an E/C counsellor to determine eligibility.

Most RBAs/AHRDAs have E/C counsellors who are able to provide employment/career advice and assistance to clients to determine client eligibility. Eligibility can simply be confirming residency, Aboriginal status, or that the client is on EI or social assistance.

Indicator 2 E/C Counsellor conducts interview with client.

In order to determine the client's exact needs and desires, as well as their eligibility for RBA/AHRDA programs, the E/C counsellor should be the individual who first interviews the client. E/C counsellors typically know what intervention programs are available and can advise clients about an intervention that may suit their particular needs. These interviews help the councillor to recommend specific intervention(s).

Indicator 3 E/C Counsellor reviews interventions available to client.

After identifying the client's needs, E/C counsellors should be able to discuss specific interventions and their eligibility requirements with the client.

Indicator 4 E/C Counsellor determines client's commitment to intervention. (e.g., Letter of Reference)

The success of any employment/career intervention depends on how committed the client is to staying with and completing the program. A commitment to the intervention means that an onus is put upon the client to demonstrate that they are investing time or money toward their training. Commitment may be demonstrated using various means such as a obtaining a Letter of Reference, completing a client career plan, paying for part of the training, finding information about a job, or actions that indicate the they have put some thought into their career path.

Indicator 5 E/C Counsellor explains next steps and course of action.

E/C counsellors explain all the steps in the intervention process and set out a course of action for the client.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Personal Development and Preparedness Training	**3 of 4 Issues**

Issue: 3	**Does RBA/AHRDA provide Life-Skills Support/Training Courses?**

Life-Skills refer to the activities and functions that an individual needs to perform in order to cope with everyday needs. These skills can be psychological such as anger management, conflict resolution or assertiveness strategies or can encompass things such as opening a bank account, getting a driver's licence or getting personal papers or budgets in order.

Indicator	1	RBA/AHRDA sponsors clients to take a life-skills course.
Best practice shows that RBAs/AHRDAs who sponsor clients to take life-skills courses generally enjoy higher intervention success rates than those RBAs/AHRDAs who do not. Some RBAs/AHRDAs require that their clients have basic life-skills before they can participate in certain training programs.		
Indicator	2	RBA/AHRDA addresses client literacy.
Literacy can be a problem in some communities and RBAs/AHRDAs who are prepared to address this issue in a positive and constructive way enjoy greater overall program success. Clients are referred to adult literacy courses available in their community or special literacy programs are sponsored/co-sponsored by the RBA/AHRDA .		
Indicator	3	RBA/AHRDA provides basic home finance/budgeting training course.
Sometimes clients are unable to manage their household finances properly and find themselves in financial difficulty part way through their training. Having to deal with this emergency can interrupt and even jeopardize their training. Basic home finance/budgeting training courses reduce the risk of training interruptions and prepare their clients better to meet financial challenges.		
Indicator	4	RBA/AHRDA sponsors client wellness/esteem building workshops.
Some clients have difficulty coping with social problems which prevented them from actively participating in the workforce. Most RBAs/AHRDAs are not equipped to properly identify or provide assistance to clients who may be suffering from social problems/illnesses. However, RBAs/AHRDAs refer clients to resource people they know in the wellness and healing (W/H) field, are able to provide some W/H support to those who need it. RBAs/AHRDAs who sponsor client wellness/esteem building workshops are better able to prepare their clients to enter the workforce with ways and means of coping with problems.		
Indicator	5	RBA/AHRDA has a mentorship program.
Mentors are volunteers who have achieved success in what they have set out to do and are willing to spend the time to help others succeed. Entering the workforce in a meaningful way for the first time can be a daunting process for many people. A mentorship program can help clients to successfully make the transition into the workforce.		

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Personal Development and Preparedness Training	**4 of 4 Issues**

Issue: 4	**Does Your RBA/AHRDA Help Clients Access Alternative Sources of Funding?**

RBAs/AHRDAs help clients access alternative sources of funding beyond what the RBA/AHRDA is able to provide. These alternative sources of funding can come from community, provincial or other federal government programs, or private institutions.

Indicator	1	**RBA/AHRDA is aware of various sources of alternate funding.**
In order to help clients access alternate sources of funding, RBAs/AHRDAs should know where alternate sources of funding exists, or at least where clients might obtain free services. RBAs/AHRDAs who are aware of alternative sources of funding are better able to assist their clients to overcome financial barriers that may impede the success of the training and prevent them from entering the workforce.		
Indicator	2	**RBA/AHRDA requires client to make contact with alternate funding sources.**
Some RBAs/AHRDAs require clients to make contact with alternate sources of funding to ensure they have sufficient funds to meet their needs during training. By requiring the client to exhaust all possible sources of funding ensures that the RBA/AHRDA can maximize the use of its own funding.		
Indicator	3	**RBA/AHRDA refers clients to alternate sources of funding where available.**
RBAs/AHRDAs have a relationship with alternate funding sources and refer clients to these services by making arrangements for introductions and meetings.		
Indicator	4	**RBA/AHRDA provides clients with application forms from alternate sources.**
RBAs/AHRDAs has application forms for alternative sources of funding on premises and provides these to clients. Examples of alternate funding sources are education councils, provincial programs or other federal programs such as Health Canada, Industry Canada, or Indian Affairs. Often the RBA/AHRDA work with the alternate funding source to assist clients obtain the financial resources to undertake training.		
Indicator	5	**RBA/AHRDA follows up with client to determine outcome of alternate funding.**
RBAs/AHRDAs has instituted a practice to follow up with their clients to determine the outcome of their inquiry with alternate funding sources.		

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Intervention Assessment	**1 of 2 Issues**

Issue: 1	**Does RBA/AHRDA have a Process for Managing/Assessing Training Purchases?**

RBAs/AHRDAs utilize a practice for determining the cost-effectiveness of training purchases. This means that the RBAs/AHRDAs have developed a set of criteria statements that are checked off to ensure that the training purchase meets specified conditions.

Indicator	1	Criteria is established for purchasing training.
Established written criteria (statements) is a standard on which a judgement may be based. RBAs/ARHDAs assess training proposals based on criteria. (e.g., a requirement to obtain at least three bids before selecting the most cost-effective proposal.)		
Indicator	2	Purchases are based on objectives/priorities of RBA/AHRDA.
The objectives of the RBA/AHRDA are well understood by those who are making the decisions to purchase training. The type of training necessary to fulfill the objectives is written in a plan.		
Indicator	3	Purchases are assessed for cost-effectiveness.
With limited resources and high demand for programs and services, RBAs/AHRDAs determine the costs of specific training purchases based on value for money. Many RBAs consider only one proposal and do not seek outside sources to supply training needs. Cost-effective considerations ensure that there is an opportunity to examine other trainers or training institutions to ensure that the RBA is getting value for their money and is being charged average market prices.		
Indicator	4	Anticipated results and measurement are clearly defined.
RBAs/AHRDAs has a written statement of the measurable results to be achieved from a training or intervention purchase.		
Indicator	5	A proposal review form is completed and assessed by management.
A proposal review form generally sets out the criteria to be used in assessing program purchases. They may include such criteria as, start time, program duration, number of seats available, instructor qualifications, cost per person, description of program, and refund conditions.		

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Intervention Assessment	**2 of 2 Issues**

Issue: 2	**Does RBA/AHRDA Conduct Client Career Assessment?**

Career Assessment is an examination of the individual's work and education background in relation to the employment goal that the client has set to achieve.

Indicator	1	**Clients are required to self-assess their skills, interests and abilities.**

By assessing their own skills, interests and abilities, clients are involved in the process of determining their own job readiness. To be a part of the assessment process, instead of having the assessment done to them, clients come to better understand and appreciate their own limitations and strengths and recognize the commitment needed to move forward. RBAs/AHRDAs who require their clients to self-assess their own skills, interests and abilities are better able to weed out the non-committed and offer appropriate program interventions.

Indicator	2	**EC counsellor uses assessment tools to determine client options.**

Using properly designed career assessment tools allows RBAs/AHRDAs to recommend a career path for their clients more quickly and easily. Commonly used assessment tools are the Canadian Adult Achievement Test (CAAT), Career Exploration Inventory (CEI), Career Ability Placement Survey (CAPS), Career Orientation Placement and Evaluation Surveys (Copes), and the Career Occupational Preference System (COPS). Some RBAs have designed their own formal assessment technique.

Indicator	3	**RBA/AHRDA has access to advisors who counsel clients.**

Some RBAs/AHRDAs have full-time employment and career counsellors while others do not. Even if RBAs/AHRDAs do not have access to an employment and career counsellor, they may use the services of part-time, or off-site advisors who are better able to assist clients to make proper employment/career choices.

Indicator	4	**RBA/AHRDA has a process to help clients assess self-employment options.**

Self-employment is when the individuals works contractually on their own to provide a product or service. It means that the individual does not have an organization or another person acting as an employer. When the RBAs/AHRDAs assess self-employment options, there should be in place a counsellor or tool that allows an individual to determine if there are opportunities, where working on their own, may be a viable choice for them.

Indicator	5	**Client has access to career/training information to assess options.**

Best practice shows that RBAs/AHRDAs who make career/training information available to clients, either through brochures, career publications, or the Internet, are better able to encourage clients to research and assess their own career choices. This empowers the client to take ownership of their career path and frees up the time of the employment/career counsellor who otherwise would have to take the time to go over every option.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Employment Readiness	**1 of 7 Issues**

Issue: 1	**Does RBA/AHRDA Program offer clients pre-employment services?**

Pre-employment services are programs, courses or training that is undertaken prior to pursuing employment. Pre-employment services include career counselling, up-grading classes, life-skills training, computer training and résumé assistance, and other services that help an individual to get ready for pursuing a job.

Indicator	1	**RBA/AHRDA provides clients with employment and career counselling.**

One-on-one employment and career counselling to provide employment/career advice and assistance to clients is provided by the RBAs/AHRDAs.

Indicator	2	**RBA/AHRDA sponsors clients to take up-grading classes.**

The lack of a basic high school education is often a major barrier to employment. RBAs/AHRDAs sponsor up-grading classes as a pre-employment service for clients who need up-grading (e.g., grade 8 to 10, or 10 to 12) and are better able to assist clients to obtain the necessary skills to successfully enter the labour force.

Indicator	3	**RBA/AHRDA offers basic computer training.**

It is almost impossible today to find meaningful employment that does not require some level of computer training. RBAs/AHRDAs offer basic computer training to its clients as a pre-employment service. Basic computer training includes an Introductory Computer Course, and courses such as word processing and spread sheets.

Indicator	4	**RBA/AHRDA offers clients assistance in preparing their résumés.**

A résumé (also called Curriculum Vitae or CV) is an important tool in presenting ones qualifications and experience to prospective employers. It is difficult to find employment without it. RBAs/AHRDAs offer client assistance in preparing their résumé.

Indicator	5	**RBA/AHRDA sponsors clients to attend a life-skills training course.**

Life-Skills refer to the activities and functions that an individual needs to perform in order to cope with everyday needs. These skills can be psychological such as anger management, conflict resolution or assertiveness strategies or can encompass things such as opening a bank account, getting a driver's licence or getting personal papers or budgets in order.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Employment Readiness	**2 of 7 Issues**

Issue: 2	**Does RBA/AHRDA assist clients to prepare to enter the workforce?**

RBAs/AHRDAs have in place programs of various duration which focus on assisting clients to prepare to enter the workforce.

Indicator	1	Clients are required to develop a career plan.

A career plan, usually developed jointly with the client, is a series of steps including: the client's objectives, and a course of action or series of interventions that will lead the client to achieving their desired career goals.

Indicator	2	Clients are required to research their desired job/industry.

By researching their desired job/industry, clients become familiar with the education, training and experience necessary to pursue their chosen employment/career opportunities. Research is done to examine the time, cost and commitment required. Before investing heavily in the particular program, some RBAs require that individuals undertake research in the field where they desire work in order for the individual to demonstrate that he or she is committed to pursuing a job in particular field.

Indicator	3	Clients are required to prepare a personal résumé.

Résumés (also called Curriculum Vitae or CV) are an important tool in presenting one's qualifications and experience to prospective employers. It is difficult to find employment without it. RBAs/AHRDAs offer client assistance in preparing their résumé.

Indicator	4	Clients are required to complete a detailed client profile form.

Detailed client profiles initially give RBAs/AHRDAs background information on each client which can later be updated as the client moves from one intervention to the next, or from one job to the next. It assists Employment/Career counsellors to assess what education, skills or experience the client has upon entering the program and to help the client prepare an appropriate career plan.

Indicator	5	Clients are required to sign a contract outlining their obligations.

Client contracts are widely used in the RBA/AHRDA program and generally obligates the client to meet their commitment to the training/intervention outlined for them in the contract. RBAs/AHRDAs who utilize client contracts are often better able to secure client commitment to completing their training/intervention and to preparing themselves to enter the workforce.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Employment Readiness	**3 of 7 Issues**

Issue: 3 **Does RBA/AHRDA have access to Employment/Career Information Resources?**

Employment and career information resources can be books, computer terminals, a mini library research centre, the Internet, or a job counsellor, and all sources of information available to the individual to investigate job or career interests.

Indicator 1 **RBA/AHRDA has an on-site information resource centre.**

An on-site information resources centre allow clients to access employment and career information. Information such as, brochures, career guides, trade publications, videos, annual reports, newsletters, career web-sites, college/university calendars, etc. are available.

Indicator 2 **RBA/AHRDA provides client Internet access to career information.**

The world-wide-web offers an infinite amount of career information on just about any subject or industry. RBAs/AHRDAs provide their clients with access to the world-wide-web through the Internet to equip clients with information relative to their employment/career choices and to open them up to the multitude of career possibilities that may exist elsewhere in the world.

Indicator 3 **RBA/AHRDA has resource books & videos available for clients to review.**

Many employment/career organizations publish resource books and videos to inform people of the variety of employment and career opportunities that exist in various regions of the country and in various industrial sectors, such as the energy sector, hospitality sector, financial sector, agriculture sector, forestry sector, etc. RBAs/AHRDAs who collect and maintain these kinds of informational materials and make them available to their clients are better able to prepare their clients to successfully enter the workforce.

Indicator 4 **RBA/AHRDA has post-secondary course guides/calendars available on site.**

Clients who have greater access to employment/career information are acutely aware that education is the key to obtaining employment/careers. RBAs/AHRDAs have on site a collection of post-secondary course guides and calendars from various colleges, universities and vocational institutes.

Indicator 5 **RBA/AHRDA is able to refer clients to an outside information resource centre.**

Where on-site employment/career information is limited or non-existent, RBAs/AHRDAs, at the very least, can refer their clients to other outside employment/career information resource centres. Clients can conduct their own research into their prospective employment/career choices before making a commitment.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Employment Readiness	**4 of 7 Issues**

Issue: 4	**Does RBA/AHRDA have an Effective Placement and Referral Program?**

Effective Placement and Referral Programs are links that the RBA/AHRDA have made with outside agencies, institutions and programs which can be of assistance to individuals who are seeking employment opportunities. For example, a friendship centre or provincial agency may offer services that assist individuals to find job opportunities, or within the RBA program itself, there may exist placement programs when SA funds are being utilized.

Indicator	1	**RBA/AHRDA actively seeks out jobs through employer & community contacts.**

In order to have an effective placement and referral program, there must first be a wide variety of access to available jobs and career opportunities. Access can be achieved through close contact with local employers and community leaders. Best practice shows that RBAs/AHRDAs that actively seek out prospective employers willing to place their clients, or at least accept their referrals, are better able to assist their clients to gain access to meaningful employment/career opportunities.

Indicator	2	**RBA/AHRDA matches clients to job orders.**

In some instances, local employers may advise the RBA/AHRDA that they are looking for a specific kind of employee(s) with particular skills and experience.

Indicator	3	**RBA/AHRDA assists with paper work associated with wage subsidy program.**

Sometimes the difference between employers making an offer to take on clients through a wage subsidy program and following through with a commitment to hire them can simply be their willingness to complete the necessary paperwork. RBA/AHRDA's assist with these tasks.

Indicator	4	**RBA/AHRDA assists with development of job creation proposals and programs.**

Local employers, government and institutions often approach RBAs/AHRDAs to promote, and seek their support for, local job creation projects but, lack a quality proposal or program design. RBAs/AHRDAs recognize the value of the effort by local employers, government and institutions to try to generate employment and are willing to provide them assistance to develop their job creation proposals/programs.

Indicator	5	**RBA/AHRDA supports functions for client networking with potential employers.**

Best practice shows that RBAs/AHRDAs who host networking opportunities for their clients to meet with potential employers, such as trade fairs, workshops, and conferences, etc. are better able to assist their clients to make the necessary contacts that lead to successful entry into the workforce.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Employment Readiness	**5 of 7 Issues**

Issue: 5	**Do Youth have access to RBA/AHRDA services?**

Best practices show that RBAs/AHRDAs who provide the growing youth sector access to programs and services are better able and ready to assist their clients to successfully enter the workforce.

Indicator	1	RBA/AHRDA offers programs to help youth get experience.
Youth typically lack experience that comes from working in the labour force for a period of time. This represents a significant barrier to employment of youth. RBAs/AHRDAs offer different opportunities for youth to get experience.		
Indicator	2	RBA/AHRDA has a formal network for identifying youth opportunities.
The growing youth population poses significant challenges for developing meaningful employment. There tends to be a wide variety of government, industry and private sector employers who are interested in addressing the issues of youth employment. RBAs/AHRDAs have formal networks for identifying youth opportunities (formal networks involve maintaining contact lists, attending meetings and having regular contact with other interested parties).		
Indicator	3	RBA/AHRDA has wage assistance/sharing programs in place for youth.
An effective way to get youth necessary job experience is to underwrite the cost and share the risk with employers through some form of wage assistance/sharing program. Wage subsidy programs that target youth encourage prospective employers to hire and train youth.		
Indicator	4	RBA/AHRDA has employment criteria established for wage assistance program.
To ensure youth are included in wage subsidy programs that encourage employers to hire and train youth for that important first job experience, RBAs/AHRDAs should ensure that their criteria for wage subsidy programs include provisions for youth. HRDC have developed youth criteria which can be adopted by RBAs/AHRDAs.		
Indicator	5	RBA/AHRDA conducts promotions targeting youth.
Youth are not always inclined to seek help if they need it. RBAs/AHRDAs should be prepared to conduct local promotions to encourage youth to step forward and participate in targeting programs that will assist them to get experience on the job.		

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Employment Readiness	**6 of 7 Issues**

Issue: 6	**Do Disabled People have access to RBA/AHRDA services?**

RBAs/AHRDAs are organized to ensure that disabled people have access to employment development programs and services that meet their specific needs. Access can mean specific interventions are in place, or it can also refer to helping disabled individuals to obtain links to organizations that may deal with their specific challenges. Disabled people may include, the visually impaired, hearing impaired, mentally challenged and physically challenged.

Indicator	1	**RBA/AHRDA offers programs to help disabled people get experience.**

Disabled people typically lack proper access to the workplace or working conditions that can accommodate their particular challenge and is a significant barrier to employment. If help is requested from RBAs/AHRDAs organizations, appropriate mechanism should be in place to respond to their assistance.

Indicator	2	**RBA/AHRDA has a formal network for identifying opportunities for disabled people.**

Inaccessibility to employment for disabled people is a wide scale problem for many communities. Numerous government, industry and private sector employers are addressing this issue. RBAs/AHRDAs have established formal networks for identifying employment opportunities and removing obstacles to employment for the disabled (formal networks involve maintaining contact lists, attending meetings and having regular contact with other interested parties).

Indicator	3	**RBA/AHRDA has wage assistance/sharing programs for disabled people.**

An effective way to get disabled people job experience is to underwrite the cost and share the risk with employers through some form of wage assistance/sharing program. Wage subsidy programs target disabled people encourage prospective employers to hire and train the disabled.

Indicator	4	**RBA/AHRDA facilities are accessible to disabled people.**

To ensure the disabled are included in employment development programs, the RBAs/AHRDAs ensures that the facilities and devices required to assist these individuals are made available. This includes adjustments to building. An example, an aid device would be a special computer.

Indicator	5	**RBA/AHRDA conducts promotions directed to disabled people.**

RBAs/AHRDAs should be prepared to conduct local promotions to encourage disabled people to position themselves to participate in programs that will assist them to get on the job experience. RBAs/AHRDAs make an effort to target disabled people to participate in its programs and services, are better able to attract disabled people to participate in RBA/AHRDA sponsored programs leading to successful entry into the labour force.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Employment Readiness	**7 of 7 Issues**

Issue: 7 Does Your RBA/AHRDA Provide Specific Programming for Women?

The RBA/AHRDA should have requirements in place that give considerations to women and in particular, women who may be in need of assistance because of the disadvantages they may be facing. Women are often disadvantaged because of a variety of circumstances (e.g., lack of education, lack of work experience, lack of adequate child care, lack of self-esteem, threats of family violence, etc.). Many of these women will not come forward and the RBA should be alert to their needs.

Indicator 1 **RBA/AHRDA offers programs to help women get experience.**

Women are often discouraged from entering the workforce because they lack experience. Programs should reflect needs of women including childcare arrangements, specialized types of training for traditional work which women may be interested in pursuing, or new areas for women to develop. Recent trends indicate that many women flourish in training that offer environments where they can share experiences among other women.

Indicator 2 **RBA/AHRDA has a formal network for identifying opportunities for women.**

Some government, industry and private sector employers are interested in addressing women's issues and RBAs/AHRDAs have established formal networks for identifying employment opportunities and removing obstacle to employment for women (formal networks involve maintaining contact lists, attending meetings and having regular contact with other interested parties).

Indicator 3 **RBA/AHRDA has wage assistance/sharing programs in place for women.**

An effective way to assist women to obtain job experience is to underwrite the cost and share the risk with employers through a wage assistance/sharing program geared specifically for women. Wage subsidy programs that target women encourage prospective employers to hire and train women.

Indicator 4 **RBA/AHRDA has employment criteria established for wage assistance program.**

To ensure that women are included in wage subsidy programs that encourage employers to hire and train women. RBAs/AHRDAs developed criteria for wage subsidy programs that include provisions for the women. The criteria should be flow from an assessment of women's needs which very often is made by a number of agencies or programs offered in the community.

Indicator 5 **RBA/AHRDA conducts promotions directed for women.**

RBAs/AHRDAs conduct local promotions to encourage women to step forward and participate in programs that will assist them to get experience on the job. RBAs/AHRDAs who make an effort to target women to participate in its programs and services are better able to attract women to participate in RBA/AHRDA sponsored programs.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Sustainable and Emerging Occupational Training	**1 of 7 Issues**

Issue: 1	**Does RBA/AHRDA provide access to occupational training?**

Occupational training is training that leads to work in a certain field or vocation. It is when individuals pursue training that becomes the principle activity in one's life. Examples of occupational careers are in fields such as, nursing, journalism, broadcasting, fashion designing, trucking, construction, etc.

Indicator	1	**RBA/AHRDA supports occupational training programs/initiatives.**
The RBAs/AHRDAs is pro-active in identifying areas where there is a demand for certain type of work in particular industries, and provides programs to meet these needs. In addition, the RBA may develop measures to assist other organizations or individuals to purse this type of training. Examples are civil-culture, fish farms, carpentry.		
Indicator	2	**RBA/AHRDA sponsors clients to take occupational training.**
RBAs/AHRDAs provides resources for individual clients to participate in occupational training. Providing resources includes paying for training seats, assisting clients to obtain appropriate equipment necessary for training, and similar support to undertake and complete a program.		
Indicator	3	**RBA/AHRDA co-ventures with others on occupational training projects.**
Where occupational training programs already exist or where the cost of establishing such programs may not be economical to undertake alone, RBAs/AHRDAs may be able co-venture with others, such as local colleges, vocational schools or private companies, to cost share the occupational training programs. Co-venture means that they both share the costs.		
Indicator	4	**RBA/AHRDA provides client referrals to occupational training programs.**
Where there is low demand for occupational training or where occupational training is not available locally, RBAs/AHRDAs may be able to refer interested clients to programs elsewhere.		
Indicator	5	**RBA/AHRDA is pro-active in securing occupational opportunities.**
Occupational training is not usually readily available locally and may require considerable demand from both the community and clients to be viable. Pro-active means that staff in the RBA organization research and plan steps to identify opportunities, including engaging other organizations, governments and departments, and business and industry.		

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Sustainable and Emerging Occupational Training	2 of 7 Issues

Issue: 2	**Does RBA/AHRDA provide access to Apprenticeship training?**

Apprenticeship training are programs in which an individual participates in order to learn a specific skill or craft in a determined time frame. Very often the programs are controlled by provincial or territorial ministries. An example, some jobs that require apprenticeships include: carpentry, plumbing, welding, electrician, pipe-fitting, etc.

Indicator	1	RBA/AHRDA supports apprenticeship programs/initiatives.

Where there is a demand for certain trades and apprenticeships in these trades are available, RBAs/AHRDAs support apprenticeship programs and initiatives by identifying and targeting areas for training that may be required by the community.

Indicator	2	RBA/AHRDA sponsors clients to take apprenticeship training.

Where apprenticeship programs are available, RBAs/AHRDAs can sponsor individual clients to participate in apprenticeship training.

Indicator	3	RBA/AHRDA co-ventures with others to provide apprenticeship training.

Where apprenticeship training programs already exist or where the cost of establishing such programs may not be economical to undertake alone, RBAs/AHRDAs may be able co-venture with others, such as local colleges, vocational schools or private companies, to cost share apprenticeship training programs.

Indicator	4	RBA/AHRDA provides client referrals to apprenticeship programs.

Where there is low demand for apprenticeship training or where apprenticeship training is not available locally, RBAs/AHRDAs may be able to refer interested clients to apprenticeship training programs elsewhere. Referrals are links that the RBA/AHRDA have made with outside with other institutions and programs.

Indicator	5	RBA/AHRDA is pro-active in securing apprenticeship opportunities.

Apprenticeship training is not usually readily available locally and may require considerable demand from both the community and clients to be viable. Pro-active means that the RBA actively seeks out opportunities for apprenticeship training by knowing the needs of the community and matching with the demand from local industries.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Sustainable and Emerging Occupational Training	**3 of 7 Issues**

Issue: 3	**Does RBA/AHRDA provide access to high technology training courses?**

Best practice shows that RBAs/AHRDAs who provide access to high technology training are better able to assist clients who wish to pursue high technology careers in fields such as, computer programming, computer engineering, software development, web-site design, etc. High technology skills and training refers to the use of computers and or specialized equipment that require specialized knowledge.

Indicator	1	RBA/AHRDA supports high tech training programs/initiatives.

High technology skills and training refers to the use of computers and or specialized equipment that require specialized knowledge.

Indicator	2	RBA/AHRDA sponsors clients to take outside high tech training.

Where high technology programs are available, RBAs/AHRDAs can sponsor individual clients to participate in technology training.

Indicator	3	RBA/AHRDA co-ventures with others on high tech training projects.

Where high technology training programs already exist or where the cost of establishing such programs may not be economical to undertake alone, RBAs/AHRDAs may be able co-venture with others, such as local colleges, vocational schools or private companies, to cost share high technology training programs.

Indicator	4	RBA/AHRDA provides client referrals to high tech training programs.

Where there is low demand for high technology training or where high technology training is not available locally, RBAs/AHRDAs may be able to refer interested clients elsewhere. Referrals are links that the RBA/AHRDA have made with outside with other institutions and programs.

Indicator	5	RBA/AHRDA is pro-active in securing high tech training opportunities.

High technology training may not be readily available locally and may require considerable demand from both the community and clients to make high technology training programs viable. Pro-active means that the RBA actively seeks out or develops initiatives for this type to the clients.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Sustainable and Emerging Occupational Training	4 of 7 Issues

Issue: 4	**Does RBA/AHRDA provide access to sectoral training?**

Sectoral training refers to a specific categorization of trades and occupations. Very often the sectoral training is in fields such as, farming, forestry, mining, fishing, etc., or the primary industries which are typically tied to natural resource development. Sectoral training also includes the industries which are service driven such as education, high technology, and telecommunications.

Indicator	1	RBA/AHRDA supports sectoral training programs/initiatives.
RBAs/AHRDAs staff, know the trades and occupations most likely to be in demand in the vicinity that is being served and take action to encourage individuals to participate in these sectors.		
Indicator	2	RBA/AHRDA sponsors clients to take outside sectoral training.
RBAs/AHRDAs can sponsor individual clients to participate in sectoral training.		
Indicator	3	RBA/AHRDA co-ventures with others on sectoral training projects.
RBAs/AHRDAs may be able co-venture with others, such as local colleges, vocational schools or private companies, to cost share sectoral training programs.		
Indicator	4	RBA/AHRDA provides client referrals to sectoral training programs.
RBAs/AHRDAs may be able to refer interested clients to sectoral training programs outside of the organization or territory that is being served.		
Indicator	5	RBA/AHRDA is pro-active in securing sectoral opportunities.
The RBA/AHRDA takes initiative in getting information about the potential for work in trades and occupations that may be in demand in their vicinity. These initiatives can include looking at new knowledge and technologies that are occurring in specific sectors.		

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Sustainable and Emerging Occupational Training	**5 of 7 Issues**

Issue: 5	**Does RBA/AHRDA Promote Programs that Lead to Higher Education?**

Higher Education is training that is completed at the university or college level and typically requires two years (or more) to complete.

Indicator	1	**RBA/AHRDA supports Aboriginal youth "stay-in-school" program.**

The Aboriginal Youth Stay in School Program, is a program adopted by many Aboriginal communities and governments to encourage youth to stay in school and attain their education so that they stand a better chance of obtaining meaningful employment when they graduate. RBAs/AHRDAs who openly support the local "Stay in School" programs are able to assist both the community and future clients to increase the level of education, and therefore the prospects for the future.

Indicator	2	**RBA/AHRDA partners with local education institutions where possible.**

Higher education is increasingly important to the overall success of Aboriginal people and their communities. RBAs/AHRDAs partner with local education institutions to develop programs that encourage this pursuit. Programs include co-op work-study programs, work experience programs, on-the-job training or upgrading for skills such as math, writing etc.

Indicator	3	**RBA/AHRDA sponsors post-secondary and/or vocational training courses.**

By sponsoring post-secondary and/or vocational training courses, RBAs/AHRDAs are effectively encouraging clients to pursue higher education as part of their training to obtain employable skills and knowledge.

Indicator	4	**RBA/AHRDA provides client referrals to education programs.**

Where clients are interested in pursuing higher education as a means to obtaining high quality employment, RBAs/AHRDAs may be able to refer them to available local education programs or to programs that may be available elsewhere.

Indicator	5	**RBA/AHRDA is pro-active in promoting programs that lead to education.**

Pro-active means that the RBA plans and takes steps to promote and encourage educational pursuits. The RBA has developed a strategy that encourages clients to examine educational opportunities at the university or college level. While college or university training may not be appropriate for everyone, the RBA program has objectives that encourage a portion of its clients to attain higher education.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Sustainable and Emerging Occupational Training	**6 of 7 Issues**

Issue: 6	**Does Your RBA/AHRDA offer Support for Seasonal Employment?**

In many communities seasonal employment is a way of life. Seasonal employment means that employment only last for a few months a year, or that there is work at only certain times of the year. For example, tourism during the summer months, carpentry in the summer, working at a ski lodge in the winter, etc.

Indicator	1	RBA/AHRDA supports training opportunities for seasonal workers.
Seasonal employment is often a viable alternative to unemployment or Social Assistance in many Aboriginal communities as full-time jobs are scarce. RBAs/AHRDAs support training opportunities for seasonal workers to assist clients to either improve their seasonal skills for better seasonal work opportunities or to move into full time employment.		
Indicator	2	RBA/AHRDA targets training to meet skills required by seasonal employers.
Targeting is simply a means of focussing on an opportunity to learn a specific type of skill.		
Indicator	3	RBA/AHRDA has special program/budget allocation for seasonal workers.
Including seasonal employment as part of the employment options to be supported by the RBA/AHRDA, requires the establishment of special programs or budget allocations to accommodate seasonal employment objectives.		
Indicator	4	RBA/AHRDA supports skills development for seasonal workers for other jobs.
Seasonal workers often desire to develop new skills that will allow them to change jobs, up-grade their seasonal employment opportunities, or move themselves into to a new opportunity to secure full-time employment.		
Indicator	5	RBA/AHRDA supports wage assistance programs for seasonal workers.
Local employers are usually reluctant to hire and train unskilled seasonal workers, but could be encouraged to do so if wage subsidies were available.		

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Sustainable and Emerging Occupational Training	**7 of 7 Issues**

Issue: 7	**Does Your RBA/AHRDA Support Maintaining and Developing Traditional Skills?**

In many communities, the ability to make a living using traditional skill is a way of life. Traditional skills are those skills which are unique to Aboriginal people which have been practised for generations. Maintaining and developing these skills allows individuals to stay connected to their culture and to keep skills that are of value to the entire community. Aboriginal people want to maintain these skills and find new opportunities to use them once again. For example, in the Nunavut Territory, living off the land is a vital skills. Using this skill in eco-tourism adventures is a new way to maintain this cultural practise.

Indicator 1 **RBA/AHRDA funds programs that support the maintenance of traditional skills.**

Traditional skills may vary from one culture to another. In some communities, making a living using traditional skills, such as carving, is preferred over any other means of employment.

Indicator 2 **RBA/AHRDA supports evolution of traditional skills for emerging opportunities.**

Sometimes changing markets can bring new opportunities for traditional skills. New markets are have emerged for such products and services. An example, is eco-tourism, CD-ROM based Aboriginal arts and literature and Aboriginal fashions.

Indicator 3 **RBA/AHRDA provides grants to support cultural/economic self-sufficiency.**

Many Aboriginal communities have organizations that safeguard and promote the traditional skills and practices of the local Aboriginal culture. These organizations are typically volunteer driven and provide facilities and instructors to teach and preserve traditional skills. Best practice shows that RBAs/AHRDAs who provide grants or other forms of assistance to these organizations are better able to support cultural/economic self-sufficiency and support the maintenance and development of traditional skills.

Indicator 4 **RBA/AHRDA offers support for development of local cottage industries.**

Cottage industries represent small independent crafts people who typically use traditional skills to manufacture goods out of their home, hence the word "cottage". The amount of money they receive for their products seldom covers the time and expense of their work, but it is income nonetheless, that might otherwise need to be covered by social assistance.

Indicator 5 **RBA/AHRDA provides referrals for assistance from other government agencies.**

Where the RBA/AHRDA is unable to economically provide sole support of local traditional skills, best practice shows that RBAs/AHRDAs who provide referrals for assistance from other government agencies are able to help clients to pursue employment and cottage industry opportunities using traditional skills.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Training in Remote Communities	**1 of 1 Issues**

Issue: 1	**Does RBA/AHRDA provide training in remote communities?**

Remote communities are typically more than 100 kilometres from the nearest RBA/AHRDA office or are fly-in communities.

NOTE: This capacity issue may not apply to some RBAs/AHRDAs, including those who may be centralized, urban based, or who do not have remote communities within their geographical jurisdiction.

Indicator	1	RBA/AHRDA delivers training courses in remote communities.
Where it is economical do so, some RBAs/AHRDAs send course instructors to remote communities to deliver training courses. Courses can also be delivered via satellite or distance education programming.		
Indicator	2	RBA/AHRDA sponsors remote clients to train in an urban programs.
Where it is not economical to provide training directly within remote communities, RBAs/AHRDAs sponsor remote clients to train in an urban centre.		
Indicator	3	RBA/AHRDA provides access to training via satellite/Internet.
Where technology permits, some RBAs/AHRDAs provide training in remote communities via satellite or the Internet as an economical way to deliver training in remote communities. RBAs/AHRDAs provide access to training via satellite/Internet to bring training to clients in remote communities.		
Indicator	4	RBA/AHRDA provides training programs via correspondence.
Correspondence courses have been in wide use by education institutions for decades as a means to provide degree/diploma courses to remote part-time students who live and work far from the institution's location.		
Indicator	5	RBA/AHRDA co-ventures with local trainers to provide remote training.
In some remote communities, there may already exist some local expertise who can co-venture with the RBA or different institutions to provide training locally. An example, the Arctic College in Nunavut Territory.		

Capacity Dimension	Intervention Capacity	
Capacity Criteria	High Quality Employment Development	1 of 3 Issues

Issue: 1	**Does RBA/AHRDA promote high quality employment development?**

High quality employment are those jobs which require the person to have specialized knowledge and are typically at the middle or senior management level.

Indicator	1	RBA/AHRDA assists community to target quality occupations needed.

Quality occupations are the jobs where new technology or new and usually upgraded facilities are being introduced. These occupations typically require a university or college degree, or specialized training.

Indicator	2	RBA/AHRDA provides training reflecting targeted quality occupations.

In many developing Aboriginal communities, the list of higher quality occupations needed to meet the needs of the community is growing. Many of these occupations are in the professional fields. Communities are beginning to address these needs by targeting the creation of those occupations as a priority. The RBA/AHRDA are aware of these professional fields for training that are being identified.

Indicator	3	RBA/AHRDA sponsors internships with companies providing quality jobs.

Internships are sponsored job placements (paid for by the RBA/AHRDA) with companies who are willing to provide on-the-job training and experience to clients for a specific period of time (usually six months to one year). Companies are not obligated to higher interns at the end of the internship, however, many companies do hire their interns if they exceed expectations.

Indicator	4	RBA/AHRDA sponsors management training programs.

Management training are programs which help a person to learn the skills needed to make the decisions for the operation of an organization or business entity. Knowledge about management can be gained at the post-secondary level in a business training course or it can be garnered through a series of job postings to learn various functions that occur in the daily operation of an organization. Some larger companies may be willing to cost share this program as an investment in the employee, providing the client agrees to stay on after the training is completed.

Indicator	5	RBA/AHRDA provides wage subsidies for high technology training.

High technology is a growing industry that can provide considerable opportunities if clients have the kind of computer related knowledge and skills that are in demand. High technology training refers to the use of computers and or specialized equipment that require specialized knowledge. There is an opportunity therefore to assist clients to gain entry into the high-tech industry by providing wage subsidies that target high-tech training.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	High Quality Employment Development	**2 of 3 Issues**

Issue: 2	**Does RBA/AHRDA provide high quality employment training programs?**

High quality employment development are those jobs which require the person to have specialized knowledge and are typically at the middle or senior management level. The training being referred to with respect to this issue, is training that allows people to obtain the skills need to do these jobs. These issues pertain to the notion that middle or senior management level training is being pursued within these types of jobs.

Indicator	1	RBA/AHRDA provides access to apprenticeship programs.

Apprenticeship training programs assists clients to pursue careers in the industrial trades sector, such as, carpentry, plumbing, welding, electrician, pipefitting, etc. RBA/AHRDA assists individuals to obtain apprenticeship training where knowledge gained through practice and experience is required.

Indicator	2	RBA/AHRDA provides access to internship programs.

Internships are job placements with companies who are willing to provide on-the-job training and experience to clients for a period of six months to one year. Internship programs reflect training that will lead to jobs that will require the specialized knowledge that will eventually lead to management positions.

Indicator	3	RBA/AHRDA provides access to sectoral training programs.

As seen on page 17 of 30 above, sectoral training programs assist clients to obtain employment in a variety of sectoral fields, such as, farming, forestry, mining, fishing, or the primary industries that are typically tied to natural resource development. Sector training includes industries which are service driven such as education, telecommunications, media and high technology.

Indicator	4	RBA/AHRDA provides access to computer training programs.

Whether clients go into high-technology related careers or not, basic computer training will assist clients to obtain higher quality jobs. As seen on page 16 of 30 above, high technology training programs go a bit further to assist clients to obtain higher quality employment in such areas as, computer programming, computer engineering, software development, or employment fields that require specialized knowledge.

Indicator	5	RBA/AHRDA provides access to management training programs.

Management training are programs which help a person to learn the skills needed to make the decisions for the operation of an organization or business entity. Knowledge about management can be gained at the post-secondary level in a business training course or it can be garnered through a series of job postings to learn various functions that occur in the daily operation of an organization.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	High Quality Employment Development	**3 of 3 Issues**

Issue: 3	**Is RBA/AHRDA able to gage impact of high quality employment development?**

High quality employment development are those jobs which require the person to have specialized knowledge and are typically at the middle or senior management level. The training being referred to with respect to this issue, is training that allows people to obtain the skills need to do these jobs. The RBA/AHRDA should have in place a way to measure the degree to which success is being obtained with respect to finding these types of jobs. The measure should include a minimum number of people being trained for this type of employment.

<table>
<tr><td>Indicator</td><td>1</td><td>RBA/AHRDA receives community feedback on success of initiative.</td></tr>
<tr><td colspan="3">The impact of high quality employment is felt most at the community level and tends to improve the overall standard of living for the entire community. A way of receiving information from the community on the number of people being trained in high quality jobs is in place.</td></tr>
<tr><td>Indicator</td><td>2</td><td>RBA/AHRDA monitors long term impact on client's development.</td></tr>
<tr><td colspan="3">Monitoring the long term impacts of high quality employment development of a client requires some means of tracking the client as they go through various interventions designed to move them into higher quality employment. This could simply involve a case management system, whereby all client activities are recorded in the client's file even long after the client has completed their intervention(s) or simply counting and recording the number of clients who have found this type of employment over a specified period of time.</td></tr>
<tr><td>Indicator</td><td>3</td><td>RBA/AHRDA has access to local labour market information.</td></tr>
<tr><td colspan="3">Local labour market information is usually a listing and a description that outlines what type of work is available in the local or national market place. It can help RBAs/AHRDAs to monitor trends over time, as well as provide a periodic reflection of how much work is being created.</td></tr>
<tr><td>Indicator</td><td>4</td><td>Client testimonials provide evidence of migration to quality jobs.</td></tr>
<tr><td colspan="3">One of the best ways to gauge long term impact of high quality employment initiatives is to ask clients if these initiatives have helped them to attain higher quality employment or if they were able to advance in their job having participated in RBAs/AHRDAs programs. Client interviews are one way of measuring the extent to which Aboriginal people are obtaining quality jobs.</td></tr>
<tr><td>Indicator</td><td>5</td><td>RBA/AHRDA receives feedback from employers.</td></tr>
<tr><td colspan="3">Employer feedback is comments and reports on how the individual or programs are doing.</td></tr>
</table>

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Holistic Strategies for Training Development/Assessment	**1 of 2 Issues**

Issue: 1 Does RBA/AHRDA Approach Training Development Holistically?

Holistic refers to how everything is tied together when taking all the related pieces into account. This approach means taking into account the needs of all the stakeholders (those with an interest) of the RBA/AHRDA program. Holistic thinking/approaches/decisions are common place among various Aboriginal cultures.

Indicator 1 Training development reflects views/needs of all stakeholders.

Stakeholders are those groups who have a direct/vested interest in the outcomes of the RBA/AHRDA program, each with their own needs, views and priorities for Labour Market Development (LMD).

Indicator 2 Decisions on training development are made by consensus.

Holistic decision making based on consensus, versus a linear hierarchy of command process for decision making, is culturally significant to most Aboriginal cultures and is readily applied to many RBAs/AHRDAs. It allows time for all views to be heard and agreement to be reached unanimously before a decision is either made or tabled.

Indicator 3 Training development involves input from community.

Input from the community, a key stakeholder, ensures that training developed by the RBA/AHRDA is relevant to the collective needs of the community.

Indicator 4 Training is multifaceted involving more than one intervention.

In a holistic environment, training is seen as multi-faceted requiring more than one intervention to achieve the kind of results that meet the needs of all stakeholders, particularly the needs of the client. Best practice shows that RBAs/AHRDAs who use a multi-faceted training approach are better able to meet the needs of all stakeholders.

Indicator 5 Client case files remain open for duration of RBA/AHRDA Agreement.

Because training is seen as multi-faceted and requiring more than one intervention, client case files remain open for the duration of the RBA/AHRDA Agreement to ensure that the client's intervention case history is maintained and updated as required. This not only protects the RBA/AHRDA from possible duplication of service, but ensures that training plans and multiple interventions are consistent with the client's goals and objectives. RBAs/AHRDAs whose case files remain open for the duration of the RBA/AHRDA Agreement are better able to approach training development holistically and meet the needs of all stakeholders.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Holistic Strategies for Training Development/Assessment	2 of 2 Issues

Issue: 2	**Do RBA/AHRDA Training Programs Reflect Community Values?**

RBAs/AHRDAs whose training programs reflect community values deliver culturally appropriate programs and services that meet the needs of key stakeholders, particularly those of the client and the community. Community values are the philosophies, principles, ideas and beliefs that the community define as being important.

Indicator	1	RBA/AHRDA training programs are culturally sensitive.

To be culturally sensitive, training programs are respectful of the local culture's customs and traditions. Some examples might be, always beginning meetings with an opening prayer by an elder, allowing for brief periods of absence for staff and clients who must attend funerals or go hunting, or being conducting courses in the local language.

Indicator	2	RBA/AHRDA training reflects spiritual, emotional, physical and mental needs of clients.

In many Aboriginal cultures and communities, the spiritual, emotional, physical and mental well being of people is paramount to maintaining balance and living happy and productive lives. Best practice shows that RBAs/AHRDAs whose training reflects spiritual, emotional, physical and mental needs of clients, are better able to reflect holistic strategies in their training development that are consistent with community values.

Indicator	3	RBA/AHRDA training programs are available in local language.

Local language is essentially the primary language spoken by the majority of the people in the community. In many Aboriginal communities, an Aboriginal language, (e.g., Cree, Ojibway, Inuktitut, etc.) is the local language, whereas in other Aboriginal communities, French or English is the primary language.

Indicator	4	RBA/AHRDA training programs support employment equity standards.

Employment equity is as equally important to Aboriginal employees as it is to non-Aboriginal employees. No one should be discriminated against because of their race, gender, sexual orientation, religion, or political affiliation. RBA/AHRDA training programs support employment equity standards, are better able to reflect holistic strategies in their training development that are consistent with community values.

Indicator	5	RBA/AHRDA training programs reflect community philosophy/principles.

Most aboriginal communities have well articulated philosophy/principles and ways of living that guide day to day activities within the community, such as a profound respect for elders, local language and culture and support for one another. RBA/AHRDA training programs reflect community philosophy/principles, and reflect holistic strategies in their training development that are consistent with community values.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Client Self-Service Program Development and Access	**1 of 1 Issues**

Issue: 1	**Do RBA/AHRDA Programs Allow for Some Client Self-Service?**

RBAs/AHRDAs programs allow the client to become involved in their employment development by offering a service where clients can do their own research or work, and take responsibility for their own employment/career development and access to training.

Indicator	1	Clients can access program information at reception desk.

As seen on page 1 of 30 above, the RBA/AHRDA receptionist can play a key role in client self-service by directing clients to various kinds of readily accessible program information, such as pamphlets, brochures, publications, newsletters, annual reports, etc.

Indicator	2	Clients can research their own career goals/interests on-line.

Some RBAs/AHRDAs who have Internet access will permit their clients to use RBA/AHRDA computers to search their career interests on the Internet and will provide on-site guidance and supervision if needed.

Indicator	3	Clients can do their own job search using Job Bank/job postings.

Some RBAs/AHRDAs have on-site "Job Bank" terminals that allow on-line access to job/career listings available locally and across Canada, and many RBAs/AHRDAs have job postings displayed on-site. Both allow clients to review a wide variety of job opportunities unassisted.

Indicator	4	Clients can find their own outside training to be RBA/AHRDA funded.

Some times clients search for and find outside training course(s) they want to take. Providing the courses are eligible, funding these courses not only empower clients to make their own choices but encourages them to be committed to and responsible for their own future.

Indicator	5	Clients can find their own wage subsidy employer opportunity.

Some times clients are successful in finding their own job opportunity which may require a wage subsidy to become a reality. Providing wage subsidies under these circumstances encourages clients who take their own initiative and to apply themselves to finding employment.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Intervention Research and Development	**1 of 1 Issues**

Issue: 1	**Does RBA/AHRDA do Intervention Research and Development?**

Research and development means that the RBA/AHRDA organization explores different ways and approaches used in employment development interventions this research is sometimes called best practices.

Indicator	1	**RBA/AHRDA researches existing LMD interventions it could use/modify to fit.**

Instead of "reinventing the wheel", RBAs/AHRDAs can research existing LMD initiatives to determine if interventions used elsewhere could be used or modified to fit the RBA/AHRDA program. Best practices show that RBAs/AHRDAs who research existing LMD interventions to determine what could be used or modified to fit its own program are better able to provide relevant/quality programs for their clients.

Indicator	2	**RBA/AHRDA designs and tests new interventions before adopting them.**

Newly conceived interventions may need to undergo extensive design and testing before they can be adopted by the RBA/AHRDA program, particularly where considerable investment may be involved. This will ensure that programs that are widely used have a reasonable chance for success.

Indicator	3	**RBA/AHRDA actively seeks feedback on its programs for future changes.**

A method for determining if a program is working is to obtain feedback from various sources who are directly or indirectly effected by the program source such as the client, the community, businesses, employers, provide their accounts of what is happening in the programs.

Indicator	4	**RBA/AHRDA is constantly looking for ways to improve interventions.**

Interventions that remain the same often produce the same results. Though this is not always bad, better results may be obtained if the RBA/AHRDA is prepared to look for ways to improve their programs, such as installing an on-line Job Bank, providing access to day-care services, or converting course material into the local language, etc.

Indicator	5	**RBA/AHRDA encourages creativity/innovation in intervention design.**

RBAs/AHRDAs should encourage people (staff, clients, employers, etc.) to come forward with recommendations to improve intervention design, whether they are eventually used to make changes or not. This will ensure a steady supply of creative and innovative ideas that can be followed up to improve the program.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Life-Skills Training	**1 of 2 Issues**

Issue: 1	**Does RBA/AHRDA Provide Life-Skills Training?**

Life-Skills Training refer to the activities and functions that an individual needs to perform in order to cope with everyday activity. These skills can be psychological such as anger management, conflict resolution or assertiveness strategies or can encompass things such as opening a bank account, getting a driver's licence or getting personal papers or budgets in order.

Indicator	1	Life-skills training is made available to clients who need it.

Though it is not always readily evident, clients who lack basic skills for everyday living, such as managing a bank account, being on time for work, obtaining a bus pass, etc., are at most risk to failure no matter what training program they become involved with. Best practice shows that RBAS/AHRDAS who make life-skills training available to their clients who need it, are better able to assist their clients to overcome personal challenges and barriers to success.

Indicator	2	Life-skills training is mandatory with certain training programs.

Certain training programs require a basic level of life-skills, either to ensure client safety or the safety of others, to reduce the risks/costs of failure, or to be able to cope with the workload. Best practice shows that RBAs/AHRDAs who require mandatory life-skills training on training programs, are better able to ensure the success of the training program and the success of their clients.

Indicator	3	Life-skills training is jointly sponsored/cost shared by employer.

Some employers are willing to share the cost of life-skills training as part of their commitment to employing RBA/AHRDA clients, since it somewhat limits the possibility that they will experience problems with the employee later.

Indicator	4	RBA/AHRDA conducts its own regularly scheduled life-skills training program.

Some RBAs/AHRDAs conduct their own regularly scheduled life-skills program for clients who need it or who wish to take it. This ensures that clients have every chance to succeed in their training and to learn basic skills that will follow them well into their employment.

Indicator	5	RBA/AHRDA refers clients to outside life-skills training courses.

It is important to know of life-skills training programs that may be available locally if RBAs/AHRDAs are unable to directly support/undertake life-skills training for their clients.

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Life-Skills Training	**2 of 2 Issues**

Issue: 2	**Does RBA/AHRDA Life-Skills Training Program Address Basic Life-Skills Training?**

Life-Skills Training Program refer to the activities and functions that an individual needs to perform in order to cope with everyday activity. These skills can be psychological such as anger management, conflict resolution or assertiveness strategies or can encompass things such as opening a bank account, getting a driver's licence or getting personal papers or budgets in order. Basic skills refer to the minimum skills needed to begin a course of employment development. The indicators below describe the minimum skills.

Indicator	1	**Life-skills training addresses communication skills.**

Good communication is key to building productive relationships and interacting positively with family, friends and fellow workers, requiring active listening, controlled responses and confidence in ones ability to articulate ideas or concerns.

Indicator	2	**Life-skills training addresses problem solving skills.**

Problem solving skills allow clients to quickly assess problems, think through the consequences of action or inaction, and to make appropriate decisions or enlist help from others.

Indicator	3	**Life-skills training addresses basic living skills.**

Basic living skills ensure that clients are able to set goals, manage their budget, do their shopping, obtain a bus pass, plan their meals, obtain/use a credit card, and/or generally deal with everyday challenges.

Indicator	4	**Life-skills training addresses basic job readiness skills.**

Basic job readiness skills ensure that clients are able to properly organize themselves to find work by preparing résumés, conducting job searches and attending job interviews. Once they have secured a job, ensure that they retain work by managing their time, finding adequate child care, and getting themselves to and from work.

Indicator	5	**Life-skills training addresses healthy living skills.**

Healthy living skills ensure that clients are able to properly maintain a healthy balance between their spiritual, physical, emotional and mental well being, with an emphasis on nutrition and fitness as well as managing personal conflicts and stress.

Section F

Socio-Economic Integration Capacity

This section contains the following:

Socio-Economic Integration Capacity		
Number of Capacity Criteria	Number of Capacity Issues	Number of Capacity Indicators
4	13	65

What is Socio-Economic Integration Capacity?

The best way to answer this question in the context of the RBA/AHRDA program is to break the term "Socio-Economic" into two separate parts. The first part, "Socio", refers to the fact that RBAs/AHRDAs are generally community based organizations operating primarily within the Aboriginal community. They can have a tremendous effect on the social well-being of the community by providing programs and services that influence local Labour Market Development and directly or indirectly meeting the community's goals and aspirations for its people and its culture. The second part, "Economic", refers to the fact that RBA/AHRDA programs and services do have an impact on the local economy. They play a significant role in local economic development activities/initiatives by addressing the training needs of local businesses and clients wishing to take advantage of increased local employment opportunities. RBAs/AHRDAs who can integrate their programs and services into the social and economic fabric of the community are able to meet the needs of their clients, the community and local businesses.

Special Notes for this Section

1. Socio-economic integration capacity is critical to the long term viability of the RBA/AHRDA program because it ensures the program's overall relevance to the community and justifies its participation in local labour force development.

2. Socio-economic integration capacity can be effected by whether an RBA/AHRDA is directly affiliated with a community's, or Aboriginal government's, economic development corporation, since some activities may be exclusively the jurisdiction of the parent organization. RBAs/AHRDAs, in this case, should respond to only those issues to which they are directly responsible.

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Economic Integration	**1 of 4 Issues**

Issue: 1	**Do RBA/AHRDA Program Initiatives Impact the Local Economy?**

It is important for RBAs/AHRDAs determine their impact on the economy of the Aboriginal community it serves. Local economy refers to the various economic development initiatives, business and commercial operations, and industry that exists in the community where clients live. Impacts include more jobs and training, more self-esteem, new businesses, and better standards of living.

Indicator 1 **RBA/AHRDA provides financial support to local aboriginal business associations.**

In some communities, people involved in businesses have joined together to form a business association. In many cases where these local business associations exist the RBA/AHRDA has recognized that it is important for it to support these associations. Support for these groups has included operating grants, membership fees, or sponsorships. Effective relations between the RBA/AHRDA and the business association produces strong partnerships, meaningful training and appropriate client skill development.

Indicator 2 **RBA/AHRDA participates with CEDO in identifying potential market opportunities.**

Most RBAs/AHRDAs work closely with ***Community Economic Development Officers*** (CEDOs) by maintaining close contact, sharing information, and sharing staff and offices. Some RBAs/AHRDAs recognize the CEDO has primary responsibility for community economic development, business development, employment and training. Where possible, RBAs/AHRDAs work closely with CEDOs to identify and develop local business opportunities resulting in more jobs, more training opportunities and a stronger local economy.

Indicator 3 **RBA/AHRDA staff are involved in local business groups/committees.**

RBA/AHRDA staff are involved in community based business groups, associations and/or committees and can learn of upcoming employment or training opportunities/needs and informs these businesses of how the RBA/AHRDA can assist them. RBAs/AHRDAs who are closely associated with these groups are more effective in establishing and/or supporting client training that is designed to meet the needs of these groups.

Indicator 4 **RBA/AHRDA co-sponsors joint business ventures in community.**

From time to time, community based businesses, community based business associations and/or CEDO's will identify the need to expand an existing business or to establish a new business venture (e.g., tourism). As these opportunities arise the RBA/AHRDA work co-operatively by funding the costs of clients to receive the appropriate training necessary to assure successful achievement of the business effort.

Indicator 5 **RBA/AHRDA offers programs and services that support local business.**

The RBA/AHRDA staff ensures that they know and understands the human resources development needs of community-based businesses. Based on this knowledge the RBA/AHRDA develops various programs and services (such as business administration, wage-subsidy or self-employment) to meet the growth needs of the community based businesses.

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Economic Integration	2 of 4 Issues

Issue: 2	**Does RBA/AHRDA Offer Programs that Directly Support the Development of the Local Economy?**

RBAs/AHRDAs need to review and examine what programs they offer to meet the human resource skill development, needs for pursuing economic development in the community or communities they service. The following indicators list the 5 primary examples of these programs.

Indicator	1	**RBA/AHRDA offers self-employment assistance.**

RBAs/AHRDAs offer different types of self-employment assistance (e.g., small business loan, entrepreneurship training, business management etc.) - these services support clients who want to develop their own business or contractual arrangements based on their established skills and knowledge. Clients seeking this type of assistance are usually self-motivated and knowledgeable and experienced in the service area of their choosing.

Indicator	2	**RBA/AHRDA offers entrepreneurship training.**

Entrepreneurship training usually involves a series of workshops over a time period that educates participants through all the stages of starting-up, owning and operating a business. This includes: identifying and developing the business idea; developing a business plan; marketing strategies; and financing the business.

Indicator	3	**RBA/AHRDA offers wage subsidies.**

Most community based businesses, most of which are small, are unable to invest in the training of prospective employees who have limited skills or experience. In these cases, RBAs/AHRDAs will cost-share the wages of potential employees over a limited period of time. It is expected that by the end of the wage subsidy time period, the potential employee will have gained the necessary skills and experience to become a full time employee.

Indicator	4	**RBA/AHRDA offers entrepreneurship programs for youth.**

In most aboriginal communities, funding jobs for unskilled and inexperienced youth pose a particular challenge to the local economy. RBAs/AHRDAs have established specific programs for youth that pay for required training designed to establish skills needed to secure employment. Additionally, RBAs/AHRDAs will pay the wages for youth to obtain practical experience with businesses. This combination of training and experience equips youth with skills, experience and knowledge to seek employment or to establish their own business. It also prepares them to be the employers of the future.

Indicator	5	**RBA/AHRDA offers entrepreneurship programs for disabled people.**

RBAs/AHRDAs have developed specific support programs for disabled people primarily designed to meet their employment and self-sufficiency needs. RBAs/AHRDAs will pay for the training, skill development and on-the-job experiences required by disabled people which will support their capability of becoming self-reliant.

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Economic Integration	3 of 4 Issues

Issue: 3 Does RBA/AHRDA Involve Local Businesses in its Programs and Services?

Local businesses are the commercial operations found in the territory being served by the RBAs/AHRDAs. RBA/AHRDA obtain community based businesses input in their programs and services and are better able to integrate into the local economy and enjoy greater overall program success.

Indicator 1 **RBA consults with local business to establish LMD objectives.**

Labour Market Development (LMD) is a primary focus of the RBAs/AHRDAs. Community based businesses are asked about their present and future human resource needs. There needs identify the skills and knowledge employers require of its employees to secure work in their business. The RBA/AHRDA uses this information to establish its skills development training objectives for clients seeking support.

Indicator 2 **RBA purchases programs and services from local businesses.**

Some RBAs/AHRDAs purchase training programs, courses and services from local training firms/schools, in addition to other products and services, such as printing, computer equipment, office supplies, etc. Purchasing programs, services and products from these businesses have a direct impact on the local economy. It not only pumps cash directly into the local economy but it also fosters co-operation and support for the RBA/AHRDA program.

Indicator 3 **RBA joint ventures with local business to provide services.**

RBAs/AHRDAs and local businesses work together to meet employment development objectives and cost share expenses associated with the undertaking in question.

Indicator 4 **RBA funds LMD projects initiated by local businesses.**

Some RBAs/AHRDAs have directly funded LMD projects initiated by local training institutes, such as upgrading/ life-skills courses, computer skills, entrepreneurship training courses and apprenticeship training programs. In these instances, RBAs/AHRDAs are able to achieve their LMD objectives/targets without the added risks or costs associated with directly administering or delivering the projects themselves. This approach allows RBAs/AHRDAs to achieve some cost-efficiency while focussing its attention on other program activities.

Indicator 5 **Member(s) of the local business community sit on RBA Board.**

RBAs/AHRDAs recognize the importance of integrating local businesses input into programs. The RBA/AHRDA invites representation from the local business community to sit on its Board of Directors to ensure that the RBA/AHRDA have some insight from the local business sector in its strategic planning and policy development.

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Economic Integration	**4 of 4 Issues**

Issue: 4 Does RBA/AHRDA Link Programs to Economic Development?

The RBAs/AHRDAs ensure that their Labour Market Development efforts take into consideration the plans of the community, for growth, and economic development initiatives. Economic development refers to the projects and activities designed to increase, monies, jobs, and commercial activity of a community.

Indicator 1 Training is tied to long term sustainable jobs.

RBAs/AHRDAs establish their training initiatives taking into account long term sustainable jobs. Long term sustainable jobs refers to work that will continue to exist into the foreseeable future; this includes transportation related work, education and training related work, computer related work, tourism development etc.

Indicator 2 LMD initiatives target economic development opportunities.

RBAs/AHRDAs ensure that they are aware of the local community economic development plans - this includes knowing what new and existing businesses will be supported in the future. RBAs/AHRDAs should use this knowledge to establish its training priorities and as a means to guide clients towards obtaining appropriate training that will most likely lead to securing employment.

Indicator 3 RBA planning reflects local economic development initiatives.

Careful planning is crucial for RBAs/AHRDAs to achieve any kind of success in meeting training and employment targets. During its planning phase, the RBA/AHRDA ensures that it is knowledgeable about the types and nature of the businesses and economic activity that will be encouraged and supported in the future. Knowledge of these plans enables the RBA/AHRDA to identify the skills clients will require to secure employment.

Indicator 4 RBA participates in local economic development workshops.

RBAs/AHRDAs are informed and involved in the planning and delivery of local economic development workshops. RBAs/AHRDAs learn from other organizations, in and outside the community, what they are doing to tie into and support local economic development. Not only can they share, information, concerns and ideas, but they can also establish valuable contacts that could lead to beneficial partnerships and improved RBA/AHRDA programs and services.

Indicator 5 RBA places high priority on local economic development.

RBAs/AHRDAs who focus on local economic opportunities understand the importance of economic development within the local community to support and sustain local jobs. RBA staff become an integral part of the development and build their own programs and services to complement what others are doing. Best practice has shown that this approach leads to a greater overall RBA/AHRDA program/initiative success.

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Community Integration	**1 of 4 Issues**

Issue: 1	**Is RBA/AHRDA a Community Based Organization?**

Community based means that a least one RBA staff member or more, or the RBA office operation, is located in the community where the clients are. In addition, the Board or Authority that oversees the operation is comprised of various members of the community. Community can mean broadly dispersed clients, organizations, businesses and groups who are served under one umbrella organization. An example is a Metis organization in an urban setting.

Indicator	1	**RBA/AHRDA is dedicated to serving the LMD needs of the community.**

RBA/AHRDA results demonstrate that RBA/AHRDA programs and services are focussed on meeting the community needs. Community includes the residents, businesses, programs of the community and their staff, and the local government leaders. RBA/AHRDA develops its services specifically to meet the full scope of community Labour Market Development LMD needs.

Indicator	2	**Community members provide input into RBA/AHRDA programming.**

RBAs/AHRDAs ensure that residents of the community(s) it serves other programs and their staff, and businesses and government leaders, have the opportunity to voice their opinions and to offer their input regarding the services of the RBA/AHRDA.

Indicator	3	**RBA/AHRDA programs address community needs and standards.**

Community needs and standards refer to the expectations that the community (Indicator 2) have articulated in terms of its rules, principles, and measures established by authority. The RBA/AHRDA deliver programs according to these terms in order to achieve success.

Indicator	4	**RBA/AHRDA communicates program results to community.**

RBAs/AHRDAs openly report to the community (Indicator 2). Reporting includes financial information (salaries, travel administration), who got funded and who didn't and why, who is on the Board of Directors, and program successes and failures. The more the community is aware of the RBA/AHRDA's results, particularly the positive results, the more they support it, takes ownership of it, and promote it within the community.

Indicator	5	**RBA/AHRDA is physically located in the community(s) it serves.**

RBAs/AHRDAs maintain an office with LMD staff in the community it serves. Where they cannot be physically represented, they are sometimes represented by the local Community Economic Development Officers (CEDOs), who are knowledgeable about RBA/AHRDA programs and services and are willing to act as liaison between the program and the client. In either case, RBAs/AHRDAs make an effort to be represented in the community and are seen to be community based.

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Community Integration	**2 of 4 Issues**

Issue: 2 | **Does RBA/AHRDA have a Positive Impact on the Community?**

RBAs/AHRDAs examine the effects they are having on the residents, clients, businesses, local government and other community programs which they service. This review helps the RBA/AHRDA to ensure that it is helping clients to achieve their training/employment goals and that the it is helping to improve the community goal.

Indicator 1 **RBA/AHRDA programs are tied to local social development strategies.**

RBAs/AHRDAs clearly understand what the goals and objectives are for other community based programs including education, health, social work, economic development and business. As the RBA/AHRDA staff develops this understanding, they can then establish what roles it will fulfill in helping residents to improve the quality of their lives. This includes better self-esteem, acquiring more skills, improving employment opportunities, living healthier lifestyles and becoming self-reliant.

Indicator 2 **RBA/AHRDA programs reflect the social values of the community.**

It is essential for RBAs/AHRDAs to develop a clear understanding of the ways people in the community interact and relate with each other. Staff of the RBA/AHRDA ensure that they respond to clients requests for help and assistance in a respectful and honest manner. They listen to the client, providing support and/or guidance that is appropriate to meet the client's needs.

Indicator 3 **RBA/AHRDA programs are sensitive to community healing/wellness.**

Staff of the RBA/AHRDA clearly appreciate and respect the life circumstances of their clients. Many aboriginal people have or are over-coming serious life problems. These may include having low self-esteem, low motivation and commitment rates, low education levels, lack of knowledge of the skills required to obtain (and maintain) full-time jobs or other issues resulting from family dysfunction. The challenge for the RBA/AHRDA staff is to assist their clients in the most meaningful ways that will support the clients personal growth.

Indicator 4 **RBA/AHRDA offers programs for youth.**

RBA/AHRDA staff need to clearly understand the problems confronting Aboriginal young people (ages 16 to 25). Youth make up the largest sector of the Aboriginal population and they represent the future. They are future leaders, business people and employers. The challenge for RBA/AHRDA staff is to provide appropriate guidance and support that helps these people to become self-reliant and positively motivated.

Indicator 5 **RBA/AHRDA offers programs for disabled.**

In all Aboriginal communities there are people who are physically or mentally challenged. RBA/AHRDA staff need to clearly understand and appreciate the problems confronting these people and to provide appropriate support which facilitates the client's employment, training needs leading to their independence.

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Community Integration	**3 of 4 Issues**

Issue: 3 **Do RBA/AHRDA Programs Reflect the Needs/Aspirations of the Community?**

RBAs/AHRDAs develop and offer appropriate client services and provide training based on the expectations of residents (populace), local government leaders, business people, and others, to improve job opportunities.

Indicator 1 **RBA/AHRDA consults regularly with community leadership.**

RBAs/AHRDAs meet and consult with local leadership on a monthly, bi-monthly, or quarterly basis. In addition, the RBA/AHRDA Board of Directors or Authority as a means of receiving leaders input and advice regarding its services and programs and this may include having a representative on the board of directors.

Indicator 2 **RBA/AHRDA success measurement is partially defined by the community.**

Success of the RBA/AHRDA program is not just about achieving savings to the EI and SA accounts of government or assisting clients to attain jobs. Success can also be measured in how (much) better people feel about themselves, or in how many young people are staying in school, or in how many healthy children are born to healthy families. These examples of measures of success are very important to the community. While the RBA/AHRDA may not be singularly responsible for achieving these goals, it is important for staff to work with other programs in the community, to work towards these goals.

Indicator 3 **RBA/AHRDA programs address local employment needs/opportunities.**

Local employment needs and opportunities are related to business, industry or economic initiatives being undertaken in a given region

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Indicator 4 **RBA/AHRDA initiatives address community skills/competency gaps.**

RBAs/AHRDAs have learned about the type of training required by prospective employers. RBA staff have familiarised themselves with the type of skills that are necessary for a prospective employee to be able to complete specific job responsibilities or maintain their employment status. RBAs/AHRDAs who are able to address these ability and knowledge gaps with programs and services are better able to meet these needs and to facilitate client success.

Indicator 5 **RBA/AHRDA works closely with other community institutions.**

RBA/AHRDA have representation for its Board from and/or have representation on the Boards of other community based institutions, such as schools/education, local government administration, health services, social services, economic development, business association etc. This representation ties the RBA/AHRDA into the community where it can share information, ideas and strategies for improving the quality of life in the community, including employment and career opportunities.

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Community Integration	**4 of 4 Issues**

Issue: 4 | **Does RBA/AHRDA Address "Wellness/Healing" (W/H) Issues of Clients?**

In some cases, clients approaching the RBAs/AHRDAs for support will be dealing with problems or illnesses that directly affect their mental well-being. These W/H issues relate primarily to social problems/illnesses usually caused from a cycle of family violence, "Residential School Syndrome", poverty, substance abuse and/or despair. RBA/AHRDA staff clearly understand this matter by providing appropriate support to clients in a respectful manner while facilitating the client's success.

Indicator | 1 | **RBA/AHRDA is aware of W/H centres available within the community.**

Some communities, in which RBAs/AHRDAs operate, have established resource facilities commonly known as Wellness/Healing (W/H) centres available for those community members suffering from a variety of social problems. RBAs/AHRDAs who are aware of W/H centres are able to refer clients who require such help, to these facilities. This allows the RBA/AHRDA to play a supportive role in the community's H/W efforts, demonstrating the level of integration of the RBA/AHRDA into the community.

Indicator | 2 | **RBA/AHRDA trains staff to be sensitive to W/H issues.**

Most W/H related issues are complex and deep rooted, requiring a great deal of knowledge and understanding on behalf of RBA/AHRDA staff to be able to properly identify clients who are in need of assistance and to determine an appropriate course of action. Best practice shows that RBAs/AHRDAs who have trained their staff to be sensitive to W/H issues, are better able to provide support through their programs and assist clients who need help.

Indicator | 3 | **RBA/AHRDA provides W/H literature to clients seeking assistance.**

Providing W/H literature to those clients who need this kind of support is one way to ensure that help is available to those who need it. Best practices show that RBAs/AHRDAs who provide H/W literature to those who need help are better able to support clients with W/H issues.

Indicator | 4 | **RBA/AHRDA staff refers clients to contacts they have in the W/H field.**

Most RBAs/AHRDAs are not equipped to properly identify or provide assistance to clients who may be suffering from social problems/illnesses. However, RBAs/AHRDAs refer clients to resource people they know in the W/H field, are able to provide at least some W/H support to those who need it.

Indicator | 5 | **RBA/AHRDA Board has representation on it from the health or W/H field.**

By having representation from the W/H program on its Board of Directors, the RBAs/AHRDAs are better able to develop appropriate policies and procedures for addressing W/H issues of clients as they arise.

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	Entrepreneurship Development	**1 of 3 Issues**

Issue: 1	**Does RBA/AHRDA Support a Full Range of Entrepreneurial Programs?**

Some clients of the RBA/AHRDA will be interested in establishing a business. The client however, may not have the knowledge and abilities to start-up and run a business. In these cases the RBA/AHRDA must be able to support the client in accessing the necessary information and training required to be successful, regardless of the nature of the proposed business.

Indicator	1	RBA/AHRDA provides self-employment assistance programs.

Some clients will approach the RBA/AHRDA with the goal of establishing a business where they offer and provide services based on their skills and experiences. In these cases, the RBA/AHRDA have a program in place to assist clients to develop the proper knowledge and motivation to establish and operate a business. The RBA/AHRDA staff assess the client and determine what support is necessary to assure success. Support may be in the form of a training allowance, business related training, and mentoring.

Indicator	2	RBA/AHRDA provides entrepreneurship training workshops.

Opportunities to learn about operating and running a business tend to focus more on the prospective business person's role in developing a business and the business itself rather than self-employment. These programs tend to walk would-be entrepreneurs through every aspect of developing a business, such as, identifying the business opportunity, business planning, financing the business, marketing and dealing with competition. RBAs/AHRDAs who support clients in obtaining the necessary training increase the likelihood of success.

Indicator	3	RBA/AHRDA provides entrepreneurship programs for youth.

The youth sector (ages 16-25) is the fastest growing population in most Aboriginal communities and as a result represents a serious challenge for community leaders to find their youth meaningful employment/career opportunities locally. RBAs/AHRDAs offer entrepreneurship programs specifically for youth that help them to learn about starting a business.

Indicator	4	RBA/AHRDA provides entrepreneurship programs for disabled people.

People with physical or mental challenges, though often overlooked and under-utilized as a human resource in most communities, are often able to develop and operate their own business. RBAs/AHRDAs who are able to develop entrepreneurship programs specifically geared to disabled people are enjoying some success in addressing the needs of the disabled as well as fostering the development of entrepreneurship within the community.

Indicator	5	RBA/AHRDA provides other types of entrepreneurship programs.

Other types of entrepreneurship programs may include, specific programs for women and the elderly, business incubation, wage subsidies for training staff, mentorship programs, special loan funds and/or business counselling. RBAs/AHRDAs who offer a variety of entrepreneurship programs enjoy greater success in entrepreneurship development and overall program success.

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	Entrepreneurship Development	**2 of 3 Issues**

Issue: 2	**Does RBA/AHRDA Support Programs that Directly Assist Entrepreneurship?**

RBA/AHRDA's offer a variety of initiatives that are specifically intended to help clients who are interested in establishing a business. Initiatives may include wage subsidy and related business training.

Indicator	1	RBA/AHRDA offers wage subsidies.
RBAs/AHRDAs pay employer's part of the employee's wages. Wage subsidies offer employers an incentive to hire and train unskilled/inexperienced workers. RBAs/AHRDAs who are able to offer wage subsidy have an impact on local job creation and business development.		
Indicator	2	RBA/AHRDA offers upgrading/life-skills training.
RBAs/AHRDAs sometimes pay for the costs of ensuring that clients have an equivalent of grade 12 education prior to being eligible for additional services from the RBA/AHRDA. Further, the RBA instructs clients in everyday activities such as personal financial management, proper nutrition, personal health care, effective communication etc. RBAs/AHRDAs who support clients to receive this education and instruction increase the likelihood of success for their clients.		
Indicator	3	RBA/AHRDA offers financial management training.
RBAs/AHRDAs who offer some form of financial management training for local entrepreneurs play a significant role in developing and maintaining a healthy entrepreneurial sector within the community which leads to a healthy economy and greater long term job/career opportunities locally.		
Indicator	4	RBA/AHRDA maintains an HR inventory and offers an HR referral service.
RBAs/AHRDAs have developed a people list that identifies their skills, education and experiences. When employers approach the RBA/AHRDA to ask for assistance in recruiting, RBA/AHRDA staff can provide a list of prospective employees to the employer. This vital service can save employers a lot of time, effort and costs in finding appropriate employees.		
Indicator	5	RBA/AHRDA offers entrepreneurship/business counselling/mentorship.
In some cases prospective business people will require training in establishing and operating a business or they may require advice from experienced business people. RBAs/AHRDAs will help clients who require this assistance by paying for training costs or in finding experienced people.		

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	Entrepreneurship Development	**3 of 3 Issues**

Issue: 3 **Does RBA/AHRDA Participate in Community Entrepreneurship Initiatives?**

RBAs/AHRDAs are directly involved in the various efforts established by the community governing body or professional people that are intended to address business development goals and aspirations.

Indicator 1 RBA/AHRDA partners with local institutions to assist small businesses.

Where it is practical and cost-effective RBAs/AHRDAs jointly design and deliver business development plans and programs with business people and business agencies mandated on socio-economic development. RBAs/AHRDAs who have worked together with these groups enjoy all the same benefits of having their own program including playing a key role in local entrepreneurship development and job creation.

Indicator 2 RBA/AHRDA refers entrepreneurs to various business support agencies.

Throughout the country governments (at all levels) and business associations have established committees, bureaus or other offices staffed with experienced and knowledgeable resource people who offer advice and guidance to individuals interested in business. It is important that RBA/AHRDA staff know who and where these resources are in order for them to help clients find assistance to resolve issues. Proper advice and guidance available from these resource people increases the opportunity for success for RBA/AHRDA clients.

Indicator 3 RBA/AHRDA participates in local small business conferences/workshops.

As part of the roles that RBAs/AHRDAs have regarding businesses development they are involved in various gatherings/meetings focussed on business. The RBA/AHRDA may become involved in the planning and organizing of these assemblies; they may also want to be involved in the delivery of small group discussion sessions and on follow-up work resulting from these gatherings/meetings.

Indicator 4 RBA/AHRDA provides advice to entrepreneurs interested in LMD.

An important role for RBAs/AHRDAs is to meet with business people to discuss issues pertaining to expanding and/or increasing job opportunities in its service area. The work results in long term benefits for employers and clients and leads to job opportunities and increased business prospects.

Indicator 5 RBA/AHRDA participates in local chamber of commerce.

Chambers of Commerce are community based organizations typically made up of local business people who share a common interest in the development of a healthy community and local economy. RBAs/AHRDAs who actively participate in these organizations enjoy the benefits of a broad network of contacts and associates that can help them establish their role in LMD as well as entrepreneurship development.

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	Cultural Integration	**1 of 2 Issues**

Issue: 1 Does RBA/AHRDA Reflect the Local Culture in its Program Delivery?

RBA/AHRDA programming is compatible with the traditions and cultural knowledge of its clients. As such, RBA/AHRDA are aware of the local customs, values, ways of living and interacting, philosophies of the people who make up the community.

Indicator 1 RBA/AHRDA staff involve local customs/traditions in daily activities.

While the specifics of each Aboriginal culture does vary from community to community, and from region to region. Aboriginal people like to know that the people working for or with them conduct their work with the same respect and values as contained in traditional teachings and reflect the culture of the people.

Indicator 2 RBA/AHRDA staff are sensitive to and understand local customs/traditions.

RBA/AHRDA staff provide their services to clients in accordance with the values, ways of interacting, philosophies and values of the people. The interactions between staff and clients is very important in assuring success for the client and for the program. Further, staff need to be available to clients after what may be considered "normal working hours". This means that staff might work into the evenings or on some week-ends.

Indicator 3 RBA/AHRDA mandate/mission incorporates local cultural principles.

Successful RBAs/AHRDAs include references, or statements of guidance, that are clearly based on traditional values.

Indicator 4 RBA/AHRDA programs incorporate local culture into their design.

Designing programs and services that incorporate aspects of local culture make them less threatening and sensitive to clients who likely practice their culture everyday. Best practices shows that RBAs/AHRDAs who are able to incorporate local cultural principles into the design of their programs are able to integrate their RBA/AHRDA into the local culture and the community resulting in overall program success.

Indicator 5 Culture plays an important role in developing RBA/AHRDA programs.

Clients are received by RBA/AHRDA staff in accordance to the values norms, traditions of the people of the community clearly demonstrate that the RBAs/AHRDAs able to integrate such cultural principles into their programming experienced greater client success and acceptance into the community.

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	Cultural Integration	**2 of 2 Issues**

Issue: 2	**Does RBA/AHRDA Support Local Cultural Development?**

RBAs/AHRDAs offer financial support for the development of initiatives that are focussed on the ideas, philosophies and ancient practices of the people. Examples include: the arts and crafts industry or on traditional jobs (fishing/hunting guides).

Indicator	1	RBA/AHRDA offers assistance to clients in their language of preference.
This simply refers to the capacity of RBA/AHRDA staff to be able to converse and communicate with any given client in the language of the client's choice. This may be English, French or the native language of most frequent usage in the community.		
Indicator	2	RBA/AHRDA offers training instruction in local language.
As with Indicator 1 above clients must be able to receive assistance in the language they are most comfortable with.		
Indicator	3	RBA/AHRDA participates in community cultural activities.
RBAs/AHRDAs who participate in community based cultural activities, such as pow wows, traditional games, feasts, etc., are demonstrated to the community that they are sensitive to the local culture. This ensures community support for the RBA/AHRDA program that leads to overall program success.		
Indicator	4	RBA/AHRDA partners with cultural institutions to provide programs.
RBAs/AHRDAs work with Cultural Centres and other cultural institutions to design and deliver culturally sensitive and culturally appropriate programs (e.g., skills/upgrading, post-secondary education, entrepreneurship development, etc.)		
Indicator	5	RBA/AHRDA approaches activities holistically/decisions by consensus.
Holistic refers to how everything is tied together when taking all the related pieces into account. This approach means taking into account the needs of all the stakeholders (those with an interest) of the RBA/AHRDA program. Holistic thinking/approaches/decisions are common place among various Aboriginal cultures. All stakeholders in the activity are treated as equal with all decisions made only by the agreement of all participants. Best practice shows that RBAs/AHRDAs who approach activities holistically and make their decisions (including Board decisions) by consensus, are better able to integrate into the culture of the community and enjoy overall program success.		

Section G

Partnering Capacity

This section contains the following:

Partnering Capacity		
Number of Capacity Criteria	Number of Capacity Issues	Number of Capacity Indicators
4	11	55

What is Partnering Capacity?

Since the beginning of the RBA/AHRDA program, and even before that with the former HRDC "Pathways Programs", it has been largely acknowledged that the success of Aboriginal LMD programs is only limited by the amount of resources available. Notwithstanding, the RBA/AHRDA Program has enjoyed considerable success because of many RBAs/AHRDAs being resourceful with their use of partnerships. By partnering with others interested in Aboriginal or local LMD, such as, post-secondary institutions, economic development organizations, training providers and local businesses, RBAs/AHRDAs have been able to lever their resources through cost-sharing arrangements to allow themselves to expanded their LMD program and service opportunities for their clients in spite of limited RBA/AHRDA resources.

Special Notes for this Section

1. **Partnerships can be formally recognized structures with legal documentation outlining each partner's obligations or they can be informal arrangements that are guided by a loose set of guidelines, principles, or protocols.**

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Private, Corporate and Business Sector Partnerships	**1 of 2 Issues**

Issue: 1	**Is RBA/AHRDA Actively Involved in Private, Corporate and Business Sector?**

The private corporate and business sector are the organizations that operate on a "for profit" basis. These organizations are most likely to hire employees that have undertaken interventions and training and are thus important to the RBA/AHRDA program.

Indicator	1	RBA/AHRDA participates on industry committees relating to LMD.

Industry committees include representatives from private sector, government and Aboriginal people. These committees provide information on career and employment opportunities to promote labour market development initiatives. These committees are often open to interested community organizations who share the same goals and objectives. RBAs/AHRDAs are involved in these types of committees and have developed long lasting partnerships with industry.

Indicator	2	RBA/AHRDA responds favourably to private sector LMD opportunities.

Often opportunities exist where the private sector initiates LMD activities, such as when a local business expands or a new business opens up in the local community. Job opportunities presented by these situations require a concerted effort between the private company and the RBA/AHRDA to find and train local people to fill the jobs created. RBAs/AHRDAs who can quickly respond to these initiatives develop on-going, mutually beneficial relationships that support each other's objectives.

Indicator	3	RBA/AHRDA has agreement with corporation(s) to cost share programs.

Some corporations are readily attracted to opportunities to share training/employment related costs with outside agencies since the savings from a cost-sharing relationship directly effect the corporation's bottom-line profit. RBAs/AHRDAs enjoy similar savings as well, providing they can respond to corporate training/employment needs quickly and with the appropriate program(s) or service(s).

Indicator	4	RBA/AHRDA provides specific training geared to private sector.

Often it is the RBA that undertakes to establish training programs that are geared to meeting some identified need within the local private sector. Though initially the private sector is not directly involved in the training, the private sector often takes an active interest in establishing partnerships with the RBA/AHRDA after the RBA/AHRDA has demonstrated commitment to meeting the needs.

Indicator	5	RBA/AHRDA assists corporations to find/recruit Aboriginal employees.

Many corporations have an interest in finding and recruiting Aboriginal people for a variety of reasons. RBAs/AHRDAs have measures in place to assist corporations find and recruit qualified Aboriginal people and generally share other kinds of worthwhile relationships with corporations. (e.g., Corporations place job postings on RBA bulletin boards, contact RBA/AHRDA staff to inform them of upcoming opportunities, or involve RBA staff in their LMD related initiatives.

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Private, Corporate and Business Sector Partnerships	**2 of 2 Issues**

Issue: 2 Does RBA Encourage or Promote Private Sector Partnerships?

The RBAs/AHRDAs takes steps and undertake activities to encourage or promote private sector partnerships in order to develop more opportunities for their clients to participate in the labour market.

Indicator 1 RBA/AHRDA actively seeks partnerships with private sector.

RBAs/AHRDAs have a strategy in place to encourage or promote private sector partnerships and form mutually beneficial relationships with the private sector rather then passively waiting for the private sector to approach them. Actively promoting partnerships is when the RBA sets time and resources aside to develop the relationships, and pursues the private sector to identify the organization that may want to undertake work with the RBA.

Indicator 2 RBA/AHRDA has targeted wage subsidy program for specific industries.

Wage subsidies essentially offset most of the financial risk to companies willing to bring in inexperienced employees and to train them to perform jobs of value to the company. Targeting specific jobs within specific industries allows an RBA/AHRDA to have the most impact for its money. Wage subsidies are incentives that encourage industries to take a chance on people with limited skills and experience. The RBA identifies the industries that it will support via a wage subsidy.

Indicator 3 RBA/AHRDA supports projects that lever private sector investment.

Regardless of how much money an RBA/AHRDA may have available to promote the development of employment and training opportunities, a direct investment by the private sector into the creation of such opportunities for clients of the RBA/AHRDA is important. RBAs/AHRDAs use private sector investment to reduce their own investment by sharing the costs and the risks, and still achieve the same objectives of creating employment and training opportunities for their clients.

Indicator 4 RBA/AHRDA promotes and facilitates corporate/Aboriginal partnerships.

Perhaps the largest source of employment for Aboriginal people is Aboriginal companies, institutions and organizations and often provide excellent opportunities for employment and training of RBA/AHRDA clients. Most share the same ideals and are willing to work with the RBAs/AHRDAs to ensure the various RBA/AHRDA interventions work. Best practice shows that successful Aboriginal corporate partnerships are more likely when the RBA/AHRDA takes the initiative to seek them out.

Indicator 5 RBA/AHRDA supports apprenticeship program(s) to supply skilled labour.

Some RBAs/AHRDAs have their own apprenticeship programs, others support outside apprenticeship programs that provide apprenticeship training to RBA/AHRDA clients. This can be done by either sponsoring/co-sponsoring private industry apprenticeship programs or sponsoring the individual clients to participate in apprenticeship training.

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Successful HRDC Relationships	**1 of 4 Issues**

Issue: 1	**Does RBA/AHRDA Communicate Effectively with HRDC?**

Effective communication is when the two (or more) parties involved in a dialogue listen to each other and clearly understand what each other is saying or trying to accomplish. Effective communication involves a "trust" relationship amongst the entities involved. The indicators below identify some of the elements that are found in a productive and mutually beneficial relationship between HRDC and the RBAs/AHRDAs.

Indicator	1	RBA/AHRDA staff have regular contact with HRDC.
RBA/AHRDA staff communicate with HRDC officials on a regular basis, either by telephone, fax, e-mail or in person. The more the RBA/AHRDA is in contact with local or regional HRDC staff, the better the relationship tend to be and the more informed each other are of program opportunities or challenges.		
Indicator	2	RBA/AHRDA provide regular status reports to HRDC, ie. monthly/quarterly.
Most RBA/AHRDA agreements require some form of regular status reporting or update to HRDC. This can either be by way of monthly or quarterly uploading of statistical and financial data, or by way of written status reports that provide additional background details and commentary. Best practice shows that routine reporting of both statistical data and written background details and commentary provide the most value to HRDC and to the RBA/AHRDA itself. These reports, if containing sufficient detail, can also assist HRDC and the RBA/AHRDA in monitoring program results and conducting evaluations of the RBA/AHRDA.		
Indicator	3	RBA/AHRDA responds quickly to HRDC requests for information.
From time to time, HRDC may require information from the RBA/AHRDA for a variety of reasons. RBAs/AHRDAs who respond quickly to these requests demonstrate a willingness to foster a positive relationship, and in turn illicit quick response and co-operation from HRDC when the RBA/AHRDA needs information from them.		
Indicator	4	Communication with HRDC is usually productive/beneficial.
Communication with HRDC may be regular and cordial, but if it is not productive and beneficial to both parties, it can eventually undermine the overall objectives of the RBA/AHRDA program. Communication with HRDC is open, friendly, mutually supportive and beneficial since both parties desire the same outcomes. (e.g., employment for Aboriginal people)		
Indicator	5	RBA receives information/feedback from HRDC when required.
When the RBA/AHRDA requests information from HRDC, HRDC replies quickly and cooperatively to the request. RBA/AHRDA requests should be treated with some priority as RBAs/AHRDAs are important mechanisms in the overall LMD initiative. For communication to be productive and beneficial it needs to be "two way" or "two sided". Both HRDC and the RBA/AHRDA need to have information from time to time to help them perform their functions effectively and efficiently.		

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Successful HRDC Relationships	**2 of 4 Issues**

Issue: 2	**Does RBA/AHRDA Work Closely with HRDC to Achieve LMD Objectives?**

Labour market development objectives are plans for improving the employment situation in a given vicinity or market. RBAs/AHRDAs work closely with HRDC to achieve Labour Market Development (LMD) objectives and are more likely to succeed or even exceed their objectives.

Indicator	1	**RBA/AHRDA proposals for funding from HRDC are dealt with promptly.**

From time to time, opportunities may arise that are either outside the budget of the RBA/AHRDA or outside of its existing authority granted under the RBA/AHRDA agreement. Therefore, such circumstances may require special permission or consideration for incremental funding from HRDC by way of a written proposal. Prompt turnaround and responses to proposals from the RBA/AHRDA avoid missed opportunities or hard feelings.

Indicator	2	**RBA/AHRDA deals primarily with one or two HRDC representatives.**

Dealing with one or two HRDC officials on a regular basis, as opposed to several, should foster better rapport and build stronger relationships and avoid confusion. HRDC officials who deal with the RBA/AHRDA regularly know the history and background behind the organization and are better able to respond to day to day inquiries and special requests regarding LMD initiatives.

Indicator	3	**RBA/AHRDA has on-line access ("connectivity") to EI inquiries.**

Best practice has shown that RBAs/AHRDAs who have direct "on-line" access to EI inquiries through HRDC's database are able to respond to client needs faster and more efficiently than RBAs/AHRDAs who do not have similar access. Some RBA/AHRDA data systems may not allow access because of incompatibility, while some RBAs/AHRDAs may also lack the skills or security clearance required by HRDC to have access.

Indicator	4	**RBA/AHRDA invites HRDC to visit RBA operations regularly.**

Regularly inviting HRDC officials to visit the RBA/AHRDA operations builds rapport and supportive relationships with HRDC. It puts faces and places with names and eliminates confusion or misconceptions that may otherwise exist because of unfamiliarity. It also bolsters confidence and a genuine willingness to work together as partners to achieve the same objectives.

Indicator	5	**RBA/AHRDA includes HRDC in public events/meetings hosted by RBA.**

Including HRDC officials in public events and meetings hosted by the RBA/AHRDA indicates that there exists a strong partnership between the RBA/AHRDA and HRDC. This not only fosters rapport with HRDC but with other outside agencies interested in achieving similar LMD objectives, who see the RBA/AHRDA and HRDC relationship as an encouraging sign of co-operation toward achieving mutual objectives.

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Successful HRDC Relationships	**3 of 4 Issues**

Issue: 3	**Does RBA/AHRDA Provide Critical Data to HRDC when Required?**

Critical data is information that HRDC requires in order to fulfill its statutory requirements. This could be reports on number of interventions, savings to the EI account, Reduction in Employment insurance usage etc. It is the information that is eventually reported to Canada. It is also the data that HRDC requires to make decisions regarding funding applications and allocations.

Indicator	1	RBA/AHRDA critical data is uploaded to HRDC monthly/quarterly.

RBAs/AHRDAs are able to upload critical data electronically to HRDC on a monthly or quarterly basis. Some RBAs/AHRDAs have compatible data systems that allow automatic transfers of critical data directly to the HRDC data system. Others are required to download the data to a disk or e-mail it to an HRDC official who in turn transfers the data to the HRDC data system.

Indicator	2	RBA/AHRDA responds to verification reports or discrepancies quickly.

Once HRDC receives the critical data from the RBA/AHRDA, it imports the data into its own data system. Using the information, HRDC prepares various reports on each RBA/AHRDA and on the RBA/AHRDA program nationally. As part of its routine procedures, HRDC submits a report back to the RBA/AHRDA to verify that the information received from the RBA/AHRDA was uploaded/transferred correctly. It is important that RBAs/AHRDAs respond back quickly to HRDC if there are any discrepancies between the data to ensure the accuracy of the data.

Indicator	3	RBA/AHRDA data is forwarded in the format requested by HRDC.

HRDC prefers to have RBA/AHRDA critical data uploaded directly via the RBA/AHRDA's own computer. It is faster and more reliable but requires both systems to be compatible. However, recognizing that not all RBA/AHRDA data systems are compatible with HRDC's data system, other methods of sending critical data to HRDC may be used providing that HRDC can still work with the data.

Indicator	4	RBA/AHRDA critical data is discussed with local HRDC representative(s).

The transfer of critical data to HRDC may satisfy contractual obligations, but if its purpose is not understood or the regional/national roll-up results are not shared with the RBAs/AHRDAs, then there is a risk of complacency or negligence. Critical data should be discussed from time to time with HRDC to ensure that the interpretation of the data is mutually understood.

Indicator	5	RBA/AHRDA critical data generally meets HRDC's expectations.

If critical data does not meet the expectations of HRDC, then HRDC should communicate its concerns to the RBA/AHRDA. RBAs/AHRDAs in turn, should know whether or not their critical data meets HRDC's expectations so that corrective action can be reviewed and implemented.

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Successful HRDC Relationships	**4 of 4 Issues**

Issue: 4 Does HRDC Communicate Effectively with Your RBA/AHRDA?

Effective communication is when the two (or more) parties involved in a dialogue listen to each other and clearly understand what each other is saying or trying to accomplish. Effective communication involves a "trust" relationship amongst the entities involved. The indicators below identify some of the elements that are found in a productive and mutually beneficial relationship between HRDC and the RBAs/AHRDAs. In this issue, the focus is on how well HRDC communicates with the RBA/AHRDA organization.

Indicator 1 — HRDC communicates its information needs to RBA/AHRDA in a timely manner.

Case studies have indicated that most RBA/AHRDA staff are under considerable constraints due to limited human and financial resources. Therefore, HRDC should understand this and be willing to provide sufficient time for RBAs/AHRDAs to respond to requests for information, especially if the request is for information that requires considerable effort to produce.

Indicator 2 — HRDC invites RBA/AHRDA staff to HRDC sponsored training.

HRDC provides training courses to its own staff on a variety of subjects. This training is useful for RBA/AHRDA staff to have as well, especially if it allows HRDC and RBA/AHRDA staff to work better together. Best practice shows where HRDC regions provide opportunities for RBA/AHRDA staff to participate in HRDC sponsored training courses, RBAs/AHRDAs and HRDC enjoy a more productive and meaningful relationship.

Indicator 3 — HRDC management meets with RBA/AHRDA management.

HRDC and RBA/AHRDA management staff (those in charge of the overseeing the operations) meet with each other on a monthly, bi-monthly or quarterly basis.

Indicator 4 — HRDC communicates new policies/program developments to RBA/AHRDA.

Changes in policies within HRDC or new program developments that directly or indirectly effect RBAs/AHRDAs are communicated to RBAs/AHRDAs as quickly as possible. This gives RBAs/AHRDAs opportunity to respond, either by providing feedback or adjusting its operations to accommodate the policy/program change, with little or no adverse effects.

Indicator 5 — HRDC invites RBA/AHRDA to regional meetings with other RBAs/AHRDAs.

Where there are more than one RBAs/AHRDAs operating in the same region, some HRDC regions and RBAs/AHRDAs find it more expedient and cost-effective to get together at regional meetings to share information and discuss mutual opportunities or challenges. Best practice shows that these meetings happen more frequently where HRDC takes the initiative and covers the costs.

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Programming Relationships with Province/Territory	**1 of 3 Issues**

Issue: 1	**Does RBA/AHRDA Share Aboriginal LMD Programs with Province/Territory?**

RBAs/AHRDAs share LMD programs with the province/territory and develop mutually beneficial programming relationships that benefit the RBA/AHRDA and its clients. Establishing programming relationships fosters combined action and avoid costly duplication.

Indicator	1	RBA/AHRDA co-sponsors LMD projects/programs with province/territory.

Where the RBA/AHRDA and the province/territory operate in the same community(s) and share the same objectives, it may be more cost-effective and efficient for the RBA/AHRDA to co-sponsor LMD projects/programs with the province/territory. It may also be more beneficial to the client as they are likely to enjoy additional opportunities presented by provincial/territorial programs.

Indicator	2	RBA/AHRDA shares/utilizes provincial/territorial employment centre facilities.

Most provinces/territories have employment centres situated in urban centres to provide employment and training programs to the public. These centres are open to everyone resident in the province/territory. The RBAs/AHRDAs share/utilize these provincial/territorial facilities, therefore RBA/AHRDA is able to focus its limited resources on other important programs and services.

Indicator	3	RBA/AHRDA shares local LMD information with the province/territory.

Accurate and timely local Labour Market Development (LMD) information is not always easy to get and can be time consuming and expensive to produce. Most provinces/territories have LMD information but not a breakdown relative to the Aboriginal community whereas some RBAs/AHRDAs have accurate LMD information relating to the Aboriginal community. Sharing the LMD information between the RBAs/AHRDAs with the province/territory produces mutually beneficial programming relationships that can better serve clients.

Indicator	4	RBA/AHRDA participates in provincial/territorial LMD planning/strategies.

LMD is a priority of most provinces/territories, as it is for RBAs/AHRDAs. Case studies revealed that when RBAs/AHRDAs participate in the development of provincial/territorial LMD plans and strategies, mutually beneficial programming relationships are created that lead to greater success in achieving LMD objectives.

Indicator	5	Province/territory provides direct input into RBA/AHRDA LMD planning/strategies.

RBAs/AHRDAs can benefit from shared knowledge and experience in LMD by inviting the province/territory to provide input into the RBA/AHRDA's planning/strategies, particularly if those plans and strategies require support or assistance from the province. RBAs/AHRDAs seek input from the province/territory and generally receive valuable assistance that leads to greater LMD success.

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Programming Relationships with Province/Territory	2 of 3 Issues

Issue: 2	**Does RBA/AHRDA have Jurisdiction for Aboriginal LMD in Province/Territory?**

Jurisdiction means that RBAs/AHRDAs have legal and financial responsibility to plan and make decisions regarding Aboriginal people. With respect to Aboriginal Labour Market Development, the RBAs/AHRDAs are able to influence a more favourable programming relationship with the province/territory because they *"come to the table"* as an equal partner. However, because jurisdiction is not always clear, it sometimes requires RBAs/AHRDAs to assert themselves as having it.

Indicator	1	Province/territory recognizes RBA/AHRDA jurisdiction for Aboriginal LMD.

Some provinces/territories openly acknowledge that the RBA/AHRDA has jurisdiction over Aboriginal LMD programs in writing or by public acknowledgement. Where provinces/territories openly acknowledge the RBA/AHRDA's jurisdiction, the RBA/AHRDA establishes more productive programming relationships with the province/territory and greater employment and training opportunities for its clients.

Indicator	2	RBA/AHRDA geographical service boundaries/population are clearly defined.

RBAs/AHRDAs clearly define and articulate its geographical boundaries and the population it serves. Jurisdiction becomes clearer when the RBA/AHRDA has established its operating territory and its constituents. RBAs/AHRDAs who clearly establish boundaries/population for its Aboriginal LMD program delivery are generally acknowledged as having jurisdiction.

Indicator	3	Provincial/territorial employment centres refer Aboriginals to RBA/AHRDA.

A sign that the province/territory acknowledges the RBA/AHRDA's jurisdiction over Aboriginal LMD programs is when its own employment/career centres refer Aboriginal clients to the RBA/AHRDA.

Indicator	4	RBA/AHRDA's ALM statistics are not included in provincial/territorial totals.

Provinces/Territories who do not include Aboriginal Labour Market (ALM) statistics in their provincial totals are essentially acknowledging that Aboriginal LMD is not part of its responsibility or jurisdiction. Therefore, the RBA/AHRDA asserts its jurisdiction over Aboriginal LMD programs by trading their own data.

Indicator	5	RBA/AHRDA programs are recognized/accredited by the province/territory.

Though the RBA/AHRDA itself may not be formally recognized by the province as having jurisdiction over Aboriginal LMD programs, some provinces/territories have recognized the importance of RBA/AHRDA. Programs in developing Aboriginal LMD opportunities even as far as formally accrediting RBA/AHRDA training programs as meeting provincial/territorial standards.

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Programming Relationships with Province/Territory	**3 of 3 Issues**

Issue: 3	**Does RBA/AHRDA Regularly Communicate with the Province/Territory?**

RBAs/AHRDAs maintain regular communication -meaning that there is a process in place for scheduled meeting meetings and for exchange of information - with provincial/territorial representatives.

Indicator 1 **RBA/AHRDA has regular contact with provincial/territorial representatives.**

RBA/AHRDA staff communicate with provincial/territorial officials on a regular basis, either by telephone, fax, e-mail or in person. The more the RBA/AHRDA is in contact with the province/territory, the better the programming relationships tend to be and the more informed each other are of program opportunities or challenges. Regular can be monthly, bi-monthly or quarterly or even weekly.

Indicator 2 **RBA/AHRDA regularly exchanges public information with province/territory.**

RBA/AHRDA information that is open to the public (non-confidential information) is shared with the province/territory, especially where productive programming relationships have already been established. This indicates a willingness to share information, best practices and success stories, as well as a willingness to work together. Exchanging public information with the province/territory results in improved communication.

Indicator 3 **RBA/AHRDA sits on LMD committees/boards with provincial/territorial reps.**

Participation on LMD committees with provincial/territorial representatives can lead to improved contacts and communication with the province/territory. These kinds of committees offer RBA/AHRDA representatives an opportunity to introduce themselves and their organization and to forge new relationships and strengthen old relationships with the provincial/territorial government.

Indicator 4 **RBA/AHRDA exchange LMD strategies/best practices with province/territory.**

Provinces/territories benefit from learning about each others experiences, ways of doing things, and best practices that work within the RBA/AHRDA's programs, just as the RBA/AHRDA can benefit from knowing what works well within provincial/territorial programs. Wherever possible an exchange of information should take place to allow best practices in LMD to be shared.

Indicator 5 **RBA/AHRDA staff developed good rapport with provincial/territorial associates.**

Establishing a good rapport with provincial/territorial associates in the LMD industry, is a good step towards developing mutually beneficial programming relationships with the province/territory. Good rapport means that the individuals within the respective organizations trust each other and work co-operatively together.

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Apprenticeships	**1 of 1 Issues**

Issue: 1 **Does RBA/AHRDA have an Effective Apprenticeship Support Program?**

An effective apprenticeship support program means that the Aboriginal individual is learning a specific skill, trade or craft and is getting the assistance that is required from the RBA. An effective apprenticeship support program would include some of the indicators below.

Indicator 1 RBA has a pre-apprenticeship program which includes life-skills.

Industrial trades have only recently begun to open their doors to Aboriginal apprenticeship programs. One requirement they insist on is for prospective apprentices to have basic life-skills in order to withstand the rigours of apprenticeship training. RBAs/AHRDAs provide pre-apprenticeship training programs containing life-skills training in order to move the client on to full apprenticeships.

Indicator 2 RBA apprenticeship support program is reflective of industry needs.

RBAs/AHRDAs should be aware of what kinds of apprenticeships are available/required within their local industry sector in order to focus on providing support to programs that will yield the best opportunity to train/employ Aboriginal apprentices locally. RBAs/AHRDAs who support apprenticeship programs that are reflective of industry needs tend to have the most success supplying Aboriginal apprentices to participate in the local trades industry and getting the individuals employed.

Indicator 3 RBA apprenticeship support program has support of local trade unions.

Trade unions have considerable control over the number of apprenticeships allowed within the local trade sector at any given time and a say in who has access. RBAs/AHRDAs who provide support for Aboriginal apprenticeship training programs establish a rapport with the local trade unions and solicit/negotiate union support for Aboriginal apprenticeships.

Indicator 4 RBA apprenticeship support program has support of industry.

Besides unions, industry has considerable influence over the number of apprenticeships available. RBAs/AHRDAs who provide support for Aboriginal apprenticeship training programs also need the support of industry. The RBA/AHRDA is out actively educating industry about the potential of the Aboriginal community.

Indicator 5 RBA apprenticeship program is delivered by accredited instructors.

Instructors involved in apprenticeship training need to be fully accredited by both industry and the unions in order to provide apprentices that are acceptable to the industry and unions. RBA/AHRDA confirms the instructor certification when it sponsors an individual.

Section H

Administrative Capacity

This section contains the following:

Administrative Capacity		
Number of Capacity Criteria	Number of Capacity Issues	Number of Capacity Indicators
6	36	180

What is Administrative Capacity?

Almost every aspect of an RBAs/AHRDAs operations involve some form of administration: including the planning of strategic and operational activities, managing internal human resources, communications and data systems. Well run RBA/AHRDA administrations that focus on maintaining operational efficiencies and cost-effectiveness in each of these areas, while desiring to be operationally self-sufficient, are engaged in the ongoing development of their administrative capacity. With increased administrative capacity many RBAs/AHRDAs are evolving their service capability to take on new and innovative programs in the area of Aboriginal Labour Market Development. Through well thought out operational policies and procedures, often established from "Lessons Learned" and "Best Practices", RBA/AHRDA management and staff are doing more with less effort, and achieving results that meet or exceed objectives and targets.

Special Notes for this Section

1. Administrative capacity and efficiency can be somewhat greatly effected by whether or not an RBA/AHRDA is directly affiliated with an Aboriginal government or institution that shares in or undertakes some of the administrative responsibilities. In cases where RBAs/AHRDAs are directly affiliated with an Aboriginal government or institution that shares the administrative responsibilities, RBAs/AHRDAs are to respond to each capacity issue as though their combined administration efforts where one and the same.

2. In some RBAs/AHRDAs, particularly those that are decentralized, program administration is often devolved or split between various sub-offices. This may result in the program being administered slightly differently from one sub-office to another. In these cases, the RBA/AHRDA Capacity Self-Assessment Committee may have difficulty agreeing on a response that adequately covers all locations. In the event of a disagreement or lack of a consensus on the issue or indicators, use the majority principle.

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Strategic and Operational Planning	1 of 6 Issues

Issue: 1	**Does Your RBA have a Long Term Strategic Plan?**

A strategic plan is a written document which serves as a framework of reference for results. Strategic plans outline a series of steps and critical endeavours that will be undertaken in a given 5 to 10 year period to help an organization attain its annual goals and objectives. A strategic plan identifies the resources that will be used to assist the process of achieving results. Long term strategic plans translate into operational activities.

Indicator	1	Strategic Plan has been developed and approved by RBA Authority.

The RBA/AHRDA Holder (Agreement Signer) is the "Authority" who has responsibility for the RBA/AHRDA program. In many cases this authority has been transferred to a Board of Directors. RBAs/AHRDAs, whose strategic plans have been developed and approved by the RBA/AHRDA authority, are better able to commit themselves to achieve the multi-year goals and objectives as set out in the strategic plan.

Indicator	2	Strategic Plan reflects the values of the community.

As the RBA/AHRDA enters and proceeds through the planning cycle, there are safeguards it can establish which assures that the final approved plan includes what the people in the community want to see as the achievements for the program. The RBA/AHRDA asks for the input of community people, local government leadership, other community programs and their staff, business people and people involved in cultural programs.

Indicator	3	Strategic Plan is reviewed and modified periodically.

For any long term strategic plan to be successful, it must be flexible enough to respond to unforeseen challenges or opportunities that may arise and effect the outcome of the plan. It is important therefore for the RBA/AHRDA management examine the strategic plan and assess where they are in achieving the stated goals and objectives. The review examines the activities for each goal and objective to see if they are still appropriate. Revised plans should again be approved by the "Authority".

Indicator	4	Strategic Plan has established quantitative targets.

RBAs/AHRDAs identify various number targets like: how many clients should be served, how many jobs should be established, what the EI/SA savings are, how much can be spent to support various services and how long clients can be supported.

Indicator	5	Strategic Plan is meeting objectives/targets on schedule.

RBAs/AHRDAs strategic plans usually identify time frames, or schedules, in which specific objectives/targets are to be met. This ensures that everyone involved in the organization makes every effort to attain those objectives/targets by the specified time.

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Strategic and Operational Planning	2 of 6 Issues

Issue: 2	**Does the Long Term Strategic Plan Contain Key Elements?**

RBAs/AHRDAs whose long term strategic plan contains key elements, such as a clearly stated mandate, goals and objectives, activities, proposed budget, partnership opportunities, local labour market needs, stakeholders' needs, client needs, and an assessment of the risks are better able to achieve overall program success.

Indicator	1	Mandate/priorities of RBA are clearly stated.
Strategic plan contains precise statements of what the organization is striving to achieve. This effectively provides the policy direction to the entire organization as to what its priorities are, what its focus will be, and what will be the desired outcomes of the program/initiative.		
Indicator	2	Strategic Plan addresses partnership opportunities.
In some cases or situations RBAs/AHRDAs will not be able to singularly meet all of the needs of the clients. In these cases the RBA/AHRDA will have to seek out other groups or organizations to help in meeting the clients needs.		
Indicator	3	Strategic Plan addresses local Labour Market Development LMD needs.
RBA/AHRDA is knowledgeable about the skills, education and experiences, employers require. Further, the RBA/AHRDA must be knowledgeable of the skills, education and experience that employers will require in the future.		
Indicator	4	Stakeholders' needs and values are properly accounted for in the plan.
In the development and delivery of human resource services for the RBA/AHRDA, there are many groups who are interested in the types of services it will provide. These groups include community residents, youth, disabled people, employers, economic development/education/social/health staff, local government leadership, and funders. RBAs/AHRDAs is knowledgeable about the expectations these various groups have from this program. Further, the RBA/AHRDA address these expectations in its plan of action.		
Indicator	5	Strategic Plan addresses risk management/assessment.
RBA/AHRDA staff, managers and decision makers think about what the results will be if they choose to take some form of action and to think through what the positive and negative impacts will be if they do something and what will happen if they don't do something. This process is called risk management/ assessment and it is a relatively new concept being introduced to the RBA/AHRDA initiative. RBAs/AHRDAs knows the importance of "risk management" especially in relation to minimizing the costs and liability of various actions or decisions.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Strategic and Operational Planning	3 of 6 Issues

Issue: 3	**Does RBA staff understand the Long Term Strategic Plan?**

Managers of the RBA/AHRDA have the responsibility of assuring that all of the people working for them either have personal copies or open access to the Strategic Plan. It is important for these people to read over the plan and to discuss it with the manager since they will be asked questions about the RBA/AHRDA from others. The indicators below help to determine if staff understand the long term strategic plan.

Indicator	1	Staff have read and reviewed the strategic plan.
All employees of the RBA/AHRDA including the receptionist (as applicable), finance (as applicable) and program officers must have the opportunity to read the strategic plan, discuss it with the manager to become fully knowledgeable about the mandate, goals and objectives and activities of the RBA/AHRDA.		
Indicator	2	Staff have provided feedback/input into the strategic plan.
Perhaps the best way for staff to understand the strategic plan is to be actively involved in its development. Best practice shows that RBAs/AHRDAs, whose staff have provided feedback/input into the strategic plan, are better able to understand and therefore implement the strategic plan to achieve its goals, objectives, targets and milestones.		
Indicator	3	Staff know all the key elements of the strategic plan.
All RBA/AHRDA employees know what the main points of the program are including: its mandate; identified partnership opportunities; local labour market needs; program stakeholders' needs and risk assessment strategy.		
Indicator	4	Staff are aware of the plan's goals, objectives, targets and milestones.
RBA program staff know what the program is striving to achieve and accomplish. These are contained in the goals and objectives, targets and milestones.		
Indicator	5	Staff have their own copy or access to a copy of the strategic plan.
This assures that employees are able to look through the strategic plan as necessary. It may be to be sure that they are providing proper information to clients or to stakeholders or to measure their own success.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Strategic and Operational Planning	4 of 6 Issues

Issue: 4	**Does your RBA have an Annual Operational Plan?**

The RBAs/AHRDAs outlines a twelve month plan of action for the entire organization. This plan is based on the Long Term Strategic Plan. Development of this plan is completed within the RBA/AHRDA - it is not necessary to obtain external input or advice regarding the Operational Plan.

Indicator	1	Operational Plan has been developed/approved by RBA Board.
Operational Plan includes the advice and input of the Board of Directors. Since they have final decision making responsibility, it is important that these people have an opportunity to approve the plan.		
Indicator	2	Operational Plan reflects the long term strategic plan.
Although it is possible to have an operational plan without having a long term strategic plan, short term plans that represent a one year segment of a multi-year strategic plan are help the program to achieve its long term goals better. RBAs/AHRDAs, whose short term plan is based on the long term strategic plan, have a more effective service delivery and attain a better position to meet client's needs.		
Indicator	3	Operational Plan is reviewed and modified periodically.
The Operational Plans are reviewed during the course of the 12 months period for which they apply. RBA/AHRDA Board of Directors, managers and employees discuss where they are at in achieving the annual targets. The RBA introduces changes to the plan as required, if achievements are projected to be short or if unforseen circumstances have arisen requiring new actions or activities.		
Indicator	4	Operational Plan has specific quantitative targets.
RBA/AHRDA programs identify how many or how much of something they want to achieve in the 12 month period. This may include the number of clients to be funded/supported, the number of youth/disabled or women to be funded, EI/SA savings etc. (list is not complete). Establishing these numerical targets makes it easier for RBA/AHRDA managers and Board to determine success or shortfall.		
Indicator	5	Operational Plan is meeting objectives and is on schedule.
The RBA/AHRDA manager(s) and/or Board of Directors monitor objectives and schedule on a monthly basis with input requested from employees as necessary.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Strategic and Operational Planning	5 of 6 Issues

Issue: 5	**Does Annual Operational Plan Contain Key Elements?**

RBAs/AHRDAs write their plans under various titles or sections including action steps, time frames, human resource requirements, budgets and communication plans for stakeholders. By compiling the plan under such headings the RBA/AHRDA will have established very clear roles and responsibilities for its staff, the ways it intends to meet the needs of its clients and how it proposes to be successful.

Indicator	1	Operational Plan contains action steps to achieve goals and objectives.
Once the goals and objectives of the program have been established, the next step is to identify what work will be required to successfully achieve them. RBA/AHRDA action step sends a clear message to its staff, Board, partners and various stakeholders that it knows what it wants to accomplish and it knows how to achieve success. Other groups refer to the goals and objectives to develop plans or strategies for working with the RBA/AHRDA to meet its clients training or employment needs.		
Indicator	2	Operational Plan has time frames for achieving goals and objectives.
RBA/AHRDA's operational plan determines how much time will be necessary to attain its goals and objectives. RBA/AHRDA states where it should be after a given period of time.		
Indicator	3	Operational Plan contains an internal human resources plan.
RBA/AHRDA identify how many people (staff) it will need to successfully achieve the work. Further, the RBA assigns roles and responsibilities to staff thereby making it easy for staff to now what is expected of them. RBA/AHRDA is aware of the skills and knowledge required of the staff to be effective in doing their jobs. Staff training is based on the HR Plan.		
Indicator	4	Operational Plan contains a financial plan/budget.
All programs must know how much money will be required to pay for: staffing costs and their training; travel; office related costs such as rent/hydro/phones/fax/furniture/supplies etc. and how much they can pay for clients training/employment related costs. It is essential that RBAs/AHRDAs calculate these costs and write them down into a budget.		
Indicator	5	Operational Plan contains a communication plan for stakeholders.
RBA/AHRDA has practices in place to send and/or receive information to/from various groups. The RBA/AHRDA has policies which determine the messages and information that get exchanged with the stakeholders.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Strategic and Operational Planning	6 of 6 Issues

Issue: 6	Does your RBA/AHRDA do Effective Operational Planning?

RBA/AHRDA management has responsibility to make sure that the actions and activities it identified as necessary to achieve its goals and objectives, are acted upon. Effective operational planning is in moving forward employment initiatives. The 5 indicators below determine if operational planning is effective.

Indicator	1	Management meets to plan and review operational activities.
The Board of Directors of the RBA/AHRDA and the program director meet during the year. The purpose of the meeting is to check on the progress of the program in meeting operational plan goals and targets, and determine if things should stay the same or if new actions are necessary.		
Indicator	2	Front-line staff provide input into planning/reviewing activities.
Front-line staff deliver programs and services directly to the clients and are in the best position to say what is working and what is not. Management makes sure that they include the knowledge and experiences of staff when planning and reviewing RBA/AHRDA progress.		
Indicator	3	Operational Plan reflects consultation with RBA/AHRDA partners/affiliates.
RBAs/AHRDAs work with, listen to, and receive advice from various groups for meeting the needs of clients. This includes governments, businesses/employers, trainers and training groups, officials involved in economic development, staff of other community based programs, satellite offices etc.		
Indicator	4	Operational plans are communicated to all stakeholders.
RBA/AHRDA management meets with various groups (similar to #3 above) to explain its range of services/activities and discusses these with them. The RBA/AHRDA informs the groups and provides copies of its operational plan in clear concise ways.		
Indicator	5	Community members provide input into operational planning.
Community population must have a chance to voice its concerns, issues, and needs, to RBA/AHRDA management as it develops the operational plans. This helps to assure that the community fully supports the program.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Community Based Planning Integration	1 of 1 Issues

Issue: 1	**Do RBA/AHRDA initiatives meet planned community objectives?**

The RBA/AHRDA is knowledgeable about what other groups involved in business, employment and social development, want to achieve.

Indicator	1	RBA/AHRDA initiatives address long term LMD needs of community.
In most cases people involved in business, employment, economic and social development for the community have examined the present and future situation regarding resources. RBA/AHRDA clients are directed in ways that ensure the long term needs of the community are met.		
Indicator	2	Community members have input into RBA/AHRDA planning.
RBA/AHRDA provide opportunity for all community groups to exchange concerns, issues and needs related to community goals and activities.		
Indicator	3	RBA/AHRDA is an active partner in community planning.
RBAs/AHRDAs offer support to their constituent communities by being an active partner in community planning. This active partnership will ensure that the RBA/AHRDA and the community work together to achieve common objectives.		
Indicator	4	RBA/AHRDA plans are closely linked with community plans.
RBA/AHRDA connects plans to the plans of the community to make better opportunities for clients.		
Indicator	5	RBA/AHRDA works with other partners to meet community objectives.
RBAs/AHRDAs work with, listen to and receive advice from various groups for meeting the needs of clients. This includes governments, businesses/employers, trainers and training groups, officials involved in economic development, staff of other community based programs, satellite offices etc.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Self-Sufficiency Development	1 of 6 Issues

Issue: 1	**Is your RBA/AHRDA an Aboriginal owned and controlled institution?**

An institution is considered to be aboriginally controlled if the majority of management, decisions, and authorities are in the hands of aboriginal people. This question looks at matters such as: Who are the decision makers of the RBA/AHRDA?; Who does the RBA/AHRDA report to?; Who gives "Authority" to the RBA/AHRDA to exist in this (these) community (ies)?

Indicator	1	Signatories to the RBA/AHRDA Agreement are Aboriginal.
Where signatories to RBA/AHRDA agreements are Aboriginal, the rights, responsibilities and benefits that flow from these agreements are ultimately seen as Aboriginal owned and controlled.		
Indicator	2	Board of Directors of the RBA/AHRDA are primarily Aboriginal.
Where the highest level of decision makers of an RBA/AHRDA are primarily Aboriginal people, the RBA/AHRDA itself is seen to be an Aboriginal controlled organization. Best practice shows that RBAs/AHRDAs, Board of Directors are primarily Aboriginal which confirm that the organization is under the control of Aboriginal people support Aboriginal self-sufficiency.		
Indicator	3	Management and Staff of the RBA/AHRDA are primarily Aboriginal.
The director and staff (employees) of an RBA/AHRDA are primarily Aboriginal and the RBA/AHRDA is seen to be an Aboriginal operated. Aboriginal people are more comfortable and at ease when they know they are going to be dealing with Aboriginal employees when they enter any program or service for help/assistance.		
Indicator	4	RBA/AHRDA programs and services reflect the values of the community.
RBAs/AHRDAs programs and services reflect the values of the people because the RBA/AHRDA is considered to be an Aboriginal institution.		
Indicator	5	RBA/AHRDA is accountable to its Aboriginal community.
The RBA/AHRDA reports to and meets with the local Aboriginal community it represents and it is seen to be an Aboriginal organization.		

Capacity Dimension	**Administrative Capacity**	
Capacity Criteria	**Self-Sufficiency Development**	**2 of 6 Issues**

Issue: 2	**Does Your RBA/AHRDA have Jurisdiction over Aboriginal LMD initiatives?**

While the RBA/AHRDA is not the only group involved in identifying and/or establishing the types of skills education and experiences employers seek of employees, labour market development (LMD) is a primary focus for RBAs/AHRDAs. Further, it is necessary that RBAs/AHRDAs take a leading role and responsibility for knowing about Labour Market Development initiatives.

Indicator	1	RBA/AHRDA Agreement defines RBA/AHRDA authority over Aboriginal LMD initiatives.

To various extents funding arrangements that establish the RBA/AHRDA are negotiated between Aboriginal governments and the federal government. It is during the negotiation phase where it is important that the Aboriginal government assure itself, that its RBA/AHRDA will have recognition of its responsibility over labour market development matters.

Indicator	2	Provincial/territorial government acknowledges RBA/AHRDA authority.

Provincial/territorial governments who acknowledge the RBA/AHRDA's authority over Aboriginal LMD initiatives, support the belief that RBAs/AHRDAs have jurisdiction over Aboriginal LMD initiatives. Best practice shows that RBAs/AHRDAs, whose provincial/territorial government acknowledges RBA/AHRDA authority over Aboriginal LMD, are better able to demonstrate their jurisdiction over Aboriginal LMD initiatives leading to self-sufficiency development.

Indicator	3	Aboriginal government(s) acknowledge RBA/AHRDA authority.

Aboriginal governments who acknowledge the RBA/AHRDA's authority over Aboriginal LMD initiatives, support the belief that RBAs/AHRDAs have jurisdiction over Aboriginal LMD initiatives. Best practice shows that RBAs/AHRDAs, whose own Aboriginal government(s) acknowledge their authority over Aboriginal LMD, are better able to demonstrate jurisdiction over Aboriginal LMD initiatives leading to self-sufficiency development.

Indicator	4	RBA/AHRDA operates with full understanding of its jurisdiction.

In order to have jurisdiction, it is often said that you must first assert that you have it. RBAs/AHRDAs assert their jurisdiction over LMD initiatives. RBAs/AHRDAs, operate with full understanding of its responsibilities regarding Aboriginal LMD, and demonstrate Aboriginal jurisdiction, responsibility, and authority over Aboriginal LMD initiatives.

Indicator	5	RBA/AHRDA has unrestricted access to all relevant LMD and EI data.

In today's information age, whoever controls the information often calls the shots (have control). The fact that many RBAs/AHRDAs have open access to relevant labour market development (LMD) and employment insurance (EI) data, (normally within the domain of HRDC only), supports that RBAs/AHRDAs have responsibility over Aboriginal LMD matters.

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Self-Sufficiency Development	3 of 6 Issues

Issue: 3	**Does your RBA/AHRDA Strive to be Self-Sufficient?**

Self-Sufficiency means that there is minimal reliance on others to "run things" (make decisions) for the organization. RBAs/AHRDAs organization mandates, authority structure, statements of how to operate, training purchases, fiscal management, and legal and public accountability are within the realm of Aboriginal control.

Indicator	1	RBA/AHRDA operates under an independent Board of Directors.
RBAs/AHRDAs organization and signatories recognize that the Board of Directors are the decision makers for the agency. The local government is confident in the capability of the Board to oversee all on-going activities of the program. This is an important measure of self-sufficiency.		
Indicator	2	RBA/AHRDA has policies in place to ensure overall fairness and transparency.
Decisions made by RBAs/AHRDAs are debated publicly or in a Summit where representatives of the community ratify decisions.		
Indicator	3	RBA/AHRDA has plans to be economically self-sufficient.
This does not mean that RBAs/AHRDAs become less reliant on HRDC funding. Becoming economically self-sufficient means that the RBA/AHRDA organization is working on ways to keep some of its moneys within the organization. This could be done through the development of training centres, workshop programs that are sold to others, tools that are made available to other RBAs or support in a community-owned agency.		
Indicator	4	RBA/AHRDA operates within established budgets.
RBA/AHRDA demonstrates that it does not over spend its annual budget.		
Indicator	5	RBA/AHRDA has a management/board succession plan.
As board members and program managers come and go, so does the organization's ability to maintain consistent policy and management decisions that ultimately effect an RBA/AHRDA's ability to become self-sufficient. By developing and maintaining plans which clearly describe how managers and Board members are to be replaced, RBAs/AHRDAs are able to assure clients and stakeholders that the organization is able to carry on effectively despite possible changes in personnel.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Self-Sufficiency Development	4 of 6 Issues

Issue: 4	**Does your RBA/AHRDA have a Terms of Reference (TOR) for its Board?**

A Terms of Reference (TOR) outlines Board authorities and responsibilities, including the appointment of executives, and provide for a process to orient new members to the RBA/AHRDA board. The TOR outlines the roles and responsibilities of the board.

Indicator	1	Board authorities are established under the Terms of Reference.

The Board's Terms of Reference outline authority, responsibility and accountability for governance with the RBA/AHRDA organization. RBA/AHRDA governance include: the hiring of management; the establishment of operational and human resources policies; and the over seeing of strategic planning and initiatives for the organization.

Indicator	2	A process for selecting executive positions is contained in the TOR.

A process for recruiting and hiring executive and management is contained in its Board's TOR.

Indicator	3	Board appointments/selection process is defined in the TOR.

RBA/AHRDA terms of reference clearly state who can comprise the Board of Directors. Representation on the Board is a decision which is made locally. However, when a Board position(s) is vacant, new members need to be recruited. It is important that the steps involved in replacing Board members is clearly stated in the TOR. This assures that the RBA/AHRDA operates self-sufficiently.

Indicator	4	TOR are conveyed to new members through an orientation process.

As new people are recruited for Board positions, they are given information regarding the Terms of Reference.

Indicator	5	TOR state the roles and responsibilities of board members.

The RBA/AHRDA informs board members of their role and responsibilities and ensures that their personal interests do not conflict with the interests of stakeholders or the RBA/AHRDA itself.

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Self-Sufficiency Development	5 of 6 Issues

Issue: 5	**Does your RBA/AHRDA Leverage its Resources?**

RBAs/AHRDAs maximize their limited funding for expanding services by creating linkages such as, developing partnerships/joint ventures/affiliates, cost sharing programs, etc., and are better able to pursue self-sufficiency development.

<table>
<tr><td>Indicator</td><td>1</td><td>RBA/AHRDA establishes linkages with outside LMD organizations.</td></tr>
<tr><td colspan="3">RBAs/AHRDAs focus their attention on providing services that are not available elsewhere. By engaging outside LMD organizations, such as outreach centres, manpower centres, youth/college career centres, etc., and organinization that may be able to provide some services to RBA/AHRDA clients that might otherwise be too costly to duplicate.</td></tr>
<tr><td>Indicator</td><td>2</td><td>RBA/AHRDA has developed partnerships, joint ventures and/or affiliates.</td></tr>
<tr><td colspan="3">RBAs/AHRDAs develop formal (legalized) structures, such as partnerships, joint ventures and/or affiliated organizations, to allow them to share the risks/costs associated with providing LMD programs/services, while maintaining some control.</td></tr>
<tr><td>Indicator</td><td>3</td><td>RBA/AHRDA costs shares program/service delivery where possible.</td></tr>
<tr><td colspan="3">Cost sharing programs/services means that all the parties involved contribute resources toward meeting similar goals and unlike that mentioned in the previous indicator, cost sharing does not always require the creation of a formalized structure.</td></tr>
<tr><td>Indicator</td><td>4</td><td>RBA/AHRDA takes advantage of secondments/employee exchanges.</td></tr>
<tr><td colspan="3">Receiving employees from other organizations have been used throughout the development of the RBA/AHRDA initiative. Secondments can be free of charge, cost-shared, or fully paid. In either case, RBAs/AHRDAs can acquire highly skilled/trained individuals to assist in the programs development. Best practice shows that RBAs/AHRDAs, who take advantage of secondments/employee exchanges, are able to lever limited resources and develop self-sufficiency.</td></tr>
<tr><td>Indicator</td><td>5</td><td>Non-RBA/AHRDA staff (affiliates)are cross-trained to do RBA/AHRDA staff functions.</td></tr>
<tr><td colspan="3">RBAs/AHRDAs share offices with Aboriginal governments or their agencies and have an opportunity to cross train shared staff to undertake RBA/AHRDA related functions and vice versa. In the event of a staff shortage, properly trained common staff can temporarily take over the vacant RBA/AHRDA functions thereby avoiding a potential disruption in service.</td></tr>
</table>

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Self-Sufficiency Development	6 of 6 Issues

Issue: 6	**Does your RBA/AHRDA practice capacity building/development?**

Capacity building is a process by which organizations increase their abilities to set objectives and priorities, perform functions, solve problems and achieve objectives; and understand and deal with labour market needs in a broad context and sustainable manner.

Indicator	1	RBA/AHRDA is actively building capacity in interventions/service delivery.
RBAs/AHRDAs make program improvements by designing or redesigning services to clients and by increasing the ability of its staff to deliver. It is essential the RBAs/AHRDAs support the training of its staff to deliver better services to clients.		
Indicator	2	RBA/AHRDA is actively building management and administrative capacity.
RBAs/AHRDAs sponsors training that builds manager "know how" to run and operate the program. The training includes providing direction to staff, clarifying problems and helping to handle heavy case loads. Further, directors must be competent in analysing financial information and in managing budgets - RBAs/AHRDAs must support training of directors on fiscal management.		
Indicator	3	RBA/AHRDA is actively building its partnering capacity.
RBAs/AHRDAs seek out other groups who have shared interests and/or responsibilities for meeting various needs of clients.		
Indicator	4	RBA/AHRDA is actively building its human resources capacity.
Actively building human resources capacity means RBAs/AHRDAs either train existing staff to acquire new skills/competencies or to hire new staff who already have the desired skills/competencies.		
Indicator	5	RBA/AHRDA is actively building its financial/investment capacity.
Actively building financial/investment capacity means RBAs/AHRDAs either train existing finance staff or hire new finance staff who already have the required financial skills/competencies.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Operational Efficiencies	1 of 6 Issues

Issue: 1	**Does your RBA/AHRDA have a Policies and Procedures Manual (PPM)?**

A Policies and Procedures Manual is a document that outlines rules by which an organization will function.

Indicator 1 — PPM has been developed and approved by RBA/AHRDA Authority.

RBAs/AHRDAs have a Policy and Procedures Manual (PPM) that is based on the advice, input and knowledge of its Authority body, which in many cases is its Board of Directors.

Indicator 2 — Each member of the staff has a copy of the PPM.

All employees who are directly responsible for the day to day operations of the RBA/AHRDA are familiar with and have ready access to the organizations policies and procedures.

Indicator 3 — Each staff member has reviewed the PPM.

It is not enough to just have access to a copy of the PPM. Each RBA/AHRDA staff member must have time to read and asks questions about the contents of the PPM.

Indicator 4 — PPM is reviewed and revised as needed on a regular basis.

RBAs/AHRDAs make sure that a process has been put into place whereby policies are reviewed regularly (annually) and revised as needed.

Indicator 5 — RBA Management/Staff provide input into PPM revisions.

Management and staff, who conduct the day to day operations of the RBA/AHRDA, are the most likely to recognize outdated, confusing, or ineffective policies that need to be removed or rewritten and therefore play a crucial role in any PPM revisions. Best practice shows that RBAs/AHRDAs, whose management and staff provide input into PPM revisions, are better able to conduct their operations effectively and efficiently.

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Operational Efficiencies	2 of 6 Issues

Issue: 2	**Does your RBA/AHRDA have a formalized organizational structure?**

An organizational structure depicts the authorities that make up an organization and define the roles and responsibilities for each level within the organization.

<table>
<tr><td>Indicator</td><td>1</td><td>RBA/AHRDA has an organizational chart.</td></tr>
<tr><td colspan="3">An organizational chart is a schematic drawing of the organization showing its lines of authority (hierarchy) and is usually made available to management and staff to ensure everyone is aware of where and how they fit into the organization's structure.</td></tr>
<tr><td>Indicator</td><td>2</td><td>All RBA/AHRDA staff are aware of RBA/AHRDA's organizational hierarchy.</td></tr>
<tr><td colspan="3">RBAs/AHRDAs make their staff aware of the responsibility levels by ensuring everyone has a copy of the organization chart and has had a chance to discuss it with their supervisor. Staff are aware of the organizational hierarchy are better able to operate effectively and efficiently, with full understanding of the internal reporting structure.</td></tr>
<tr><td>Indicator</td><td>3</td><td>All RBA/AHRDA staff understand who they report to/are accountable to.</td></tr>
<tr><td colspan="3">RBAs/AHRDAs ensure that all staff review the organization chart and understand who they report to and who to approach directly for help, guidance and to provide information. This will ensure a proper "chain of command" for communication.</td></tr>
<tr><td>Indicator</td><td>4</td><td>RBA/AHRDA management and staff have standard job descriptions.</td></tr>
<tr><td colspan="3">Standard "job descriptions" (standard insofar as there is a similar format for each employee) are internal human resource documents that spell out the roles, responsibilities and duties of each position in the organization as well as its reporting relationship. Best practice shows that RBAs/AHRDAs, whose management and staff have standard job descriptions, are better able to operate effectively and efficiently, with full understanding of the internal reporting structure.</td></tr>
<tr><td>Indicator</td><td>5</td><td>RBA/AHRDA organizational structure is available to the public.</td></tr>
<tr><td colspan="3">By making RBA/AHRDA organizational structures available to the community residents, RBAs/AHRDAs can demonstrate to all stakeholders that they operate under a formalized structure, have a clear line of authority in place and are well organized. Furthermore, there can be no second guessing as to who is directly responsible for each function. Best practice shows that RBAs/AHRDAs, whose organizational structure is available to the public are better able to operate effectively and efficiently, with everyone understanding of the internal reporting structure.</td></tr>
</table>

<table>
<tr><td>Capacity Dimension</td><td colspan="2">Administrative Capacity</td></tr>
<tr><td>Capacity Criteria</td><td>Operational Efficiencies</td><td>3 of 6 Issues</td></tr>
</table>

Issue: 3	**Does your RBA/AHRDA provide Staff Orientation to New Employees?**

RBAs/AHRDAs management provide time and opportunity for new staff to review various documents which describe the organization. This should include the Policy and Procedures Manual, Strategic Plan, Operational Plan and Organizational Chart. Management should allow for these employees to ask questions and seek clarifications as necessary.

<table>
<tr><td>Indicator</td><td>1</td><td>New staff are required to review the Policy and Procedures Manual.</td></tr>
<tr><td colspan="3">An effective way for new staff to become familiar with the RBA/AHRDA and its operations is to review the organization's Policy and Procedures Manual (PPM) if there is one. RBAs/AHRDAs, require new employees to read and discuss the PPM in order to provide effective staff orientation to new employees.</td></tr>
<tr><td>Indicator</td><td>2</td><td>New staff are required to review their job description/training plan.</td></tr>
<tr><td colspan="3">RBA/AHRDA ensure that new staff orient themselves to their job function and review their job description and training plan, (usually comprising part of the job description) and require new employees to read and discuss their job descriptions.</td></tr>
<tr><td>Indicator</td><td>3</td><td>New staff are required to review RBA/AHRDA organizational structure</td></tr>
<tr><td colspan="3">RBA/AHRDA's organizational structure is reviewed by new staff. New staff are required to read and discuss the RBA/AHRDA's organizational structure.</td></tr>
<tr><td>Indicator</td><td>4</td><td>New staff are required to be familiar with special needs of RBA/AHRDA clients.</td></tr>
<tr><td colspan="3">Many RBA/AHRDA clients have unique needs and circumstances. Therefore, new staff should become familiar with their special needs as part of their orientation to the RBA/AHRDA. This will ensure that all clients are treated with the utmost respect, dignity and kindness regardless of their circumstances.</td></tr>
<tr><td>Indicator</td><td>5</td><td>New staff are required to be familiar with external support/resources.</td></tr>
<tr><td colspan="3">Because of certain limitations, such as financial and human resources, most RBAs/AHRDAs, are reliant on some form of external support/resources to be able to effectively service their clients. New staff should become familiar with these external support/resources to be able to utilize them effectively.</td></tr>
</table>

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Operational Efficiencies	4 of 6 Issues

Issue: 4	**Does your RBA/AHRDA have Effective Client Contract Management?**

RBAs/AHRDAs require clients to sign agreements which places responsibilities onto the client in order for the RBA/AHRDA to maintain its support for the client. Examples of such responsibilities may include attendance requirements for upgrading or training sessions, regular contact with the RBA/AHRDA counsellor, etc. Basically these are conditions which the client knows about because the RBA/AHRDA counsellor explained them to the client prior to him/her signing the contract. This measure assures cost-effective service delivery.

Indicator	1	RBA/AHRDA agreements are accessible to key staff and RBA/AHRDA Board.

RBA/AHRDA client agreements contain valuable information on exactly what programs, interventions, or services are to be provided to the client and when and what the expectations of the client are. Key staff members, as well as the board, should have access to these agreement if the need arises, such as in the event of a dispute.

Indicator	2	Client contracts are properly stored and coded for easy retrieval.

Properly storing and coding client files, using alpha-numerical or colour coding as an example, ensures that RBAs/AHRDAs can quickly retrieve client files whenever necessary. RBAs/AHRDAs, whose client related contracts are properly stored and coded for easy retrieval, are better able to keep track of important client information and to operate more efficiently. Counsellors may use computers as well to store and maintain client data.

Indicator	3	Files are opened and maintained for each active client contract.

Regardless of individual circumstances, each client who is sponsored by the RBA/AHRDA should have a client file opened and maintained by the RBA/AHRDA counsellor for as long as the person remains a client of the RBA/AHRDA, even after their present training or intervention is completed.

Indicator	4	Client contract files are stored and maintained at one location.

RBAs/AHRDAs keep client files in one primary location for easy access and updating.

Indicator	5	Client activities are monitored regularly for contract compliance.

Client contracts generally provide an outline of the activities to be undertaken by the client as well as the RBA/AHRDA. It is essential that the RBA/AHRDA counsellor meet with the client as frequently as necessary to ensure that the client is meeting his/her obligations.

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Operational Efficiencies	5 of 6 Issues

Issue: 5	**Does your RBA/AHRDA have Effective Service Contract Management?**

Service Contract Management means that there is a system in place to track contracts.

<table>
<tr><td>Indicator</td><td>1</td><td>Service agreements are accessible to key staff and RBA/AHRDA Board.</td></tr>
<tr><td colspan="3">RBA/AHRDA service agreements contain valuable information on exactly what programs, interventions, or services are being contracted to outside delivery agents. Appropriate staff members, as well as the board, should have access to these agreement if the need arises, such as in the event of a dispute. RBAs/AHRDAs, whose key staff and board have access to RBA/AHRDA service agreements management enables RBA's to keep track of important information relating to outside service contractors and to operate more efficiently.</td></tr>
<tr><td>Indicator</td><td>2</td><td>Service contracts are properly stored and coded for easy retrieval.</td></tr>
<tr><td colspan="3">Properly storing and coding service contract files, using alpha-numerical or colour coding as an example, will ensure that RBAs/AHRDAs can quickly retrieve these files whenever necessary. RBAs/AHRDAs service contracts are properly stored and coded for easy retrieval.</td></tr>
<tr><td>Indicator</td><td>3</td><td>Files are opened and maintained for each active service contract.</td></tr>
<tr><td colspan="3">Regardless of how large or small the services are, each service contract should have its own file opened and maintained by the RBA/AHRDA for as long as the contracted service remain in effect.</td></tr>
<tr><td>Indicator</td><td>4</td><td>Service contract files are stored and maintained at one location.</td></tr>
<tr><td colspan="3">Storing and maintaining service contract files at one location reduces the risk that contract information will be lost, misplaced or borrowed and never returned.</td></tr>
<tr><td>Indicator</td><td>5</td><td>Service delivery is monitored regularly for contract compliance.</td></tr>
<tr><td colspan="3">Service contracts generally provide an outline of the activities or services to be provided by the contractor as well as the RBA/AHRDA. It is important for the RBA/AHRDA to meet with contractor as necessary to ensure that conditions of the contract are being met. Deviating from the contract, for whatever reason, can expose the RBAs/AHRDAs and/or the contractor to potential liability or losses. RBAs/AHRDAs monitor contracts to ensure all conditions laid out in the contracts are being met.</td></tr>
</table>

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Operational Efficiency	6 of 6 Issues

Issue: 6	**Does RBA/AHRDA have a Formalized Process for Dealing with Sub-Agencies?**

Sub-agencies are organizations that have been established under the authority of the RBA to provide services to the client and organization. Best practices show that RBAs/AHRDAs who have a formalized process for dealing with affiliated groups, including written policies and procedures, established communication links, lines of authority, financial mechanisms, and appropriate monitoring in place, are better able to manage their sub-agencies and to operate more efficiently.

Indicator	1	Written procedures have been established to allow them to operate.
Documents that describe what the affiliate can and cannot do are effective for ensuring RBA/AHRDA related programs and services are delivered in a manner consistent with the RBA/AHRDA's own delivery.		
Indicator	2	Appropriate/effective communication links have been established.
RBAs/AHRDAs must ensure that daily, weekly and/or monthly exchange of information occurs with its affiliates. The continual flow of information between the RBA/AHRDA and its sub-offices reduces the likelihood of information being lost or misplaced and for confusion to arise regarding client interventions.		
Indicator	3	Appropriate/effective lines of authority have been established.
RBA/AHRDA and its sub-agencies must ensure that they are both clear as to what work can be delivered by the sub-office and what decisions must be forwarded to the RBA/AHRDA for approval. This is important to ensure sub-agencies are accountable to the RBA/AHRDA and are able to operate effectively and efficiently.		
Indicator	4	Effective local financial mechanisms have been established.
Sub-agencies require timely financial resources just as much as the RBA/AHRDA. It is therefore important that RBAs/AHRDAs put in place local financial mechanisms, (e.g., regularly scheduled payments/allocations, payment upon receipt of quarterly data, money transfers, etc.) that can ensure uninterrupted service by sub-agencies. Best practice shows that RBAs/AHRDAs, who have established effective local financial mechanisms with sub-agencies, are better able to manage their sub-agencies and to operate more efficiently.		
Indicator	5	Effective program follow-up and monitoring is in place.
RBAs/AHRDAs may be exposed to risk of loss or liability if they do not ensure that sub-agencies are properly delivering RBA/AHRDA programs and services in a manner agreed to in the sub-agency agreement. To achieve this the RBA/AHRDA manager should meet with the sub-office manager on a monthly or quarterly basis.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Internal Human Resources Development	1 of 6 Issues

Issue: 1	**Does your RBA/AHRDA Have an Effective Human Resources (HR) Plan?**

A human resource plan is a description of a series of steps that will be instituted in the RBA/AHRDA organization to assist all its employees to develop and improve their skills and education to carry out job functions effectively. RBAs/AHRDAs must have competent staffing in place in order for it to be able to meet the full range of needs required by its clients. RBA/AHRDA determines what skills, training and or education are required of its staff to provide all of its services.

Indicator	1	HR Plan reflects the RBA/AHRDA's Operational Plan.
HR plans should be consistent with the organization's operational plan (see Issues 4, 5 & 6 above) to ensure that available staff or planned staff acquisitions will meet operational objectives. RBAs/AHRDAs, HR plans are consistent with their operational plan and support their internal human resources to achieve program success.		
Indicator	2	HR Plan identifies number of staff required to operate effectively.
HR plans generally outline the job functions required to conduct the RBA/AHRDA's day to day operations and the number of staff required to perform each function.		
Indicator	3	HR Plan identifies qualifications and skills required for each function.
HR plans generally identify the education, experiences and technical capabilities required to successfully perform each job function. This ensures that employees hired for these functions possess the appropriate competencies or will be able to acquire them with training.		
Indicator	4	HR Plan identifies staff training needs.
HR plans generally identify the training required by each individual staff member to perform their job effectively. Once identified, action can be taken to ensure staff receive the training they need.		
Indicator	5	HR Plan identifies how RBA/AHRDA will support professional development.
RBAs/AHRDAs generally strive to provide the highest level of service to their community and their clients. Effective HR plans should describe what the organization plans to do to support internal professional development. (e.g., hold professional development workshops for the staff). Professional development is training and skills enhancement related to the career field of human resource development.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Internal Human Resources Development	2 of 6 Issues

Issue: 2	**Does RBA/AHRDA effectively use Training Plans (TPs) for each employee?**

The director of the RBA/AHRDA meets with his/her staff members to find out what skills, education and experience they presently have. The director then reviews with the staff person what skills, education and experiences are necessary for the job or position they hold in the RBA/AHRDA. Together they then determine what training is required by the staff person to meet all of the requirements of the job. They may also identify other training wished for by the employee as a means of improving their career opportunities. The final product of this meeting is a Training Plan for the employee.

Indicator	1	TPs have been completed for each staff member.
Properly completed TPs will ensure that staff members either already have the skills needed to perform their job effectively or will identify specific training required to obtain the proper skills.		
Indicator	2	Staff members provide input into their own TPs.
Staff members are generally more committed to upgrading their skills and to acquire training if they have had some input into what training they receive and when they receive it.		
Indicator	3	TPs outline expected training courses and their completion dates.
It is not enough to simply identify skill gaps and suggest that training is required. TPs should specifically state what training is needed and when it should be completed to ensure that the appropriate training is identified and the skills are obtained in a timely manner.		
Indicator	4	TPs are incorporated into job performance appraisals.
Directors need to regularly evaluate each staff member of the RBA/AHRDA. It is important that these evaluations include the expectations outlined in the employee's training plan. RBAs/AHRDAs. TPs are incorporated into job performance appraisals.		
Indicator	5	Time is provided for staff to acquire necessary training.
TPs are often put aside when employees are not given ample time to take the training prescribed in the TP. This becomes somewhat counter productive to the RBAs/AHRDAs desire to build capacity within its organization. RBAs/AHRDAs, provide time for staff to acquire necessary training.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Internal Human Resources Development	3 of 6 Issues

Issue: 3	**Does your RBA/AHRDA Promote Team Building?**

Team building denotes a process whereby staff/employees work together to achieve a common purpose. RBAs/AHRDAs promote team building to be better able to develop their internal human resources to deliver quality LMD programming.

Indicator	1	RBA/AHRDA staff are provided team building training.

Team building does not always come naturally to organizations even if they openly express a desire to work together as a team. Team building courses are available to assist organizations to promote and practice team building in their day to day activities.

Indicator	2	Staff share duties of staff members who are absent.

A good way to demonstrate team building is to ensure that the duties of employees who are not at work for short durations are shared amongst the other staff members. This ensures that the organization can function normally and that work will not pile up while the employee is gone.

Indicator	3	Staff are cross-trained to perform each other's duties if required.

To ensure that staff are capable of sharing the duties of absent employees, as mentioned in the previous indicator, staff must have experience of performing each other's duties. Learning each other's job also gives employees an appreciation for the difficulties and complexities associated with each job. RBAs/AHRDAs staff are cross-trained to perform each others' duties if required.

Indicator	4	Staff are provided opportunities to share ideas and concerns.

RBAs/AHRDAs provide their staff with frequent opportunities to share their ideas and concerns, such as during staff meetings, workshops or retreats. Staff will only feel they are part of team if they sense their ideas and concerns are being heard and taken seriously. RBAs/AHRDAs, staff are provided opportunities to share ideas and concerns.

Indicator	5	RBA/AHRDA celebrates team successes.

When the employees complete or reach a positive conclusion it means success for the RBA/AHRDA. Taking staff out to dinner or hosting a staff party, as a way to celebrate team successes, is a good way for RBAs/AHRDAs to reward team work and to encourage continued team building. RBAs/AHRDAs celebrate team successes.

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Internal Human Resources Development	4 of 6 Issues

Issue: 4	**Does Your RBA/AHRDA Effectively Use Performance Appraisals (PAs)?**

As a means to assessing the quality of work being provided by any employee the director needs to be able to measure how effective staff members are in relation to employees duties, roles and responsibilities. This process has become to be known as Performance Appraisal. The information obtained through this exercise is important for the organization as it is for the employee. By completing this evaluation the director is able to provide constructive advice to the employee as to how they can perform their job more effectively. This in turn makes the organization more effective to clients and stakeholders.

Indicator	1	PAs are used to assess employee performance.
Properly designed PAs provide a reasonably accurate assessment of an employees performance, particularly as it relates to a specific set of job related tasks over a specific period of time. RBAs/AHRDAs use PAs to assess employee performance.		
Indicator	2	PAs are used every six months.
RBAs/AHRDAs use PAs to assess their employees' performance every six months. This allows management/staff an opportunity to identify low performance levels and to correct it before it adversely effects the organization or the employee.		
Indicator	3	PAs give management/staff opportunity to reassess training plan.
As mentioned in the previous issue on page 21 of 36 above, including training plans in PAs give managers and employees an opportunity to reassess what training is necessary to help the employee perform their job better. RBAs/AHRDAs PAs give management and staff an opportunity to reassess training plans.		
Indicator	4	PAs provide employees opportunity to respond to critical issues.
Effective performance appraisals must not be one sided. Employees must be given an opportunity to respond to any performance concerns that are presented in their PAs. Any response they provide then becomes part of the overall assessment. RBAs/AHRDAs, PAs provide employees opportunity to respond to concerns.		
Indicator	5	PAs are used to revise job descriptions as necessary.
If reviewed in conjunction with the employee's job description, PAs can give management and staff an excellent opportunity to make any changes to the job description they deem necessary. The job description may not adequately/accurately reflect the actual duties being performed. RBAs/AHRDAs, PAs are used to revise job descriptions as necessary.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Internal Human Resources Development	5 of 6 Issues

Issue: 5 Does RBA/AHRDA Use Job Descriptions Effectively?

Job descriptions are used to outline an employee's duties, roles and responsibilities, to identify direct reporting relationship and to identify necessary skills, education and experiences required to do the job. RBAs/AHRDAs use job descriptions for each employee to be better able to develop their internal human resources to deliver quality LMD programming.

Indicator 1 RBA/AHRDA has job descriptions on file for every employee.

Along with each employee having their own copy, the RBA/AHRDA has a copy of the latest job description on file for every employee. The job description should remain in place until the employee changes their job function.

Indicator 2 Job descriptions identify duties, roles and responsibilities.

Job descriptions contain a detailed list of the job's duties, roles and responsibilities. If there is any doubt as to what the job entails, it should be readily verifiable in the job the description.

Indicator 3 Job descriptions identify reporting relationship(s).

Job descriptions, who exactly the employee reports to. If there is any doubt as to who the employee is suppose to report to, it should be readily verifiable in the job the description.

Indicator 4 Job descriptions include minimal skills and training required.

Job description describe the necessary skills, education and experiences required to perform the job effectively. If there is any doubt as to what qualifications are needed to do the job, it should be readily verifiable in the job the description.

Indicator 5 Job descriptions are re-examined during performance appraisals.

As is the case with training plans, see Issue 3 on page 21 of 36 above, job descriptions are reviewed at the same time as performance appraisals are reviewed. This will ensure that employee performance is based on the duties, roles and responsibilities outlined in their job description. RBAs/AHRDAs staff job descriptions are examined during performance appraisals.

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Internal Human Resources Development	6 of 6 Issues

Issue: 6	**Does RBA/AHRDA Properly Compensate Its Employees?**

Compensation refers to the salaries/wages, benefits (e.g., medical), sick days, vacation leave, vacation pay, career advancement, and benefits associated with work. Compensation may vary slightly across regions and across RBAs/AHRDAs.

Indicator	1	Salaries are reviewed at time of performance appraisals.
Employee salaries in most organizations are reviewed at the time of the employee's performance appraisal. This ensures that increases based on performance merit are properly taken into account. RBAs/AHRDAs review staff salaries at the time of performance appraisals, to determine appropriate compensation their employees.		
Indicator	2	Employee benefits are consistent with industry standard.
Regardless of what the benefits might be, if it does not compare to what other people are getting in the same industry (e.g., the human resources development industry) in the same region, RBAs/AHRDAs run the risk of not only losing valuable employees but not being able to attract skilled and experienced people when necessary. RBAs/AHRDAs, employee benefits are consistent with industry standard.		
Indicator	3	Employee vacation time/pay is consistent with industry standard.
If vacation time offered to employees does not compare with what other people are getting in the same industry (e.g., the human resources development industry), RBAs/AHRDAs run the risk of not only losing valuable employees but not being able to attract skilled and experienced people when necessary. RBAs/AHRDAs employee vacation time/pay is consistent with industry standard.		
Indicator	4	RBA/AHRDA compensates non-management staff for pre-approved overtime.
From time to time employers require employees to work additional hours to ensure a task is successfully completed. Unauthorized overtime can play havoc with RBA/AHRDA budgets if not properly controlled. The best way to control overtime is to first ensure it is approved by the supervisor before it is taken. Overtime compensation should only apply to non-management employees. RBAs/AHRDAs, compensate non-management staff for pre-approved overtime.		
Indicator	5	RBA/AHRDA Board is involved in setting salary increase guidelines.
As a measure of fiscal control and responsibility the Board must set the levels that control how much salaries can increase for employees. This moves the responsibility away from the director as a means of protection.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Data Systems and Management Information Systems (MIS)	1 of 4 Issues

Issue: 1	**Does your RBA/AHRDA have a fully functional data system?**

Functional data systems generally include the full scope of computer hardware and software needed to enter and store client and organizational data to monitor and report program results.

Indicator	1	Data system contains all necessary management information.
Management decides what information they need to manage an RBA/AHRDA successfully, such as, financial information, program/intervention information, client information, human resources information, etc.		
Indicator	2	Data system allows for direct client/intervention registration.
A effective procedure is for RBA/AHRDA staff to enter into the computer all necessary information for the client being served.		
Indicator	3	Data system facilitates data transfer (roll-up) to HRDC database.
HRDC requires timely and accurate information on various program results/expenditure. Some RBAs/AHRDAs are able to provide key data electronically by simply uploading specific data directly to HRDC's computers. This process is not only more accurate, but saves time, money and resources.		
Indicator	4	Data system can produce customized reports as required.
Customized reports are specific reports that can be easily retrieved from the database (e.g., number of training days per client, average cost per intervention, average number of interventions per client, client turnover, etc.)		
Indicator	5	Data system integrates financial data and MIS data.
Some RBA/AHRDA data systems can combine financial data with MIS data, such as a report that shows the number of interventions provided, the age/gender of each participant and the average cost per participant for each intervention, complete with graphs and charts.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Data Systems and Management Information Systems (MIS)	2 of 4 Issues

Issue: 2	**Is data system accessible to all key RBA/AHRDA personnel?**

RBAs/AHRDAs, whose data system is accessible to the director and other client intake workers/counsellors, are better able to manage their data systems and MIS to support LMD programming that meets or exceeds the needs of all stakeholders in a timely, efficient and cost-effective manner.

Indicator	1	All staff can function properly within RBA/AHRDA's data system.
RBA/AHRDA data systems should meet most, if not all, data and MIS requirements of the RBA/AHRDA. However, information contained in data systems can be limited if staff lack the skills to properly work the data system. RBAs/AHRDAs staff can all work with the data system are better able to access their data systems for the successful management of their RBA/AHRDA.		
Indicator	2	Data system manual supports on-site training.
RBA/AHRDA data systems should come with an operational/instructional manual that can be used as a resource tool for on-site training - this reduces the cost of training staff and eliminates the necessity of obtaining the training off-site. RBAs/AHRDAs data system manual supports on-site training.		
Indicator	3	Data system is user friendly.
RBA/AHRDA data systems should be "user friendly", meaning easy to learn and easy to use. Data screens and fields should be self explanatory, intuitive, and easy to navigate - use of the mouse and cursor reduces complicating tasks.		
Indicator	4	All staff have a PC terminal from which to access data system.
Access to the data system by all staff is critical to efficient and effective use of the data system. This suggests that all staff should their own computer terminal with direct access - wiring to and from the employee's computer to the computer storing the data system.		
Indicator	5	Data system is accessible by off-site telephone/Internet access.
Off-site access to the data system not only allows management and staff access to the data system while at home or away, but it also allows for off-site technical support to access the system to make adjustments or correct system failures.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Data Systems and Management Information Systems (MIS)	3 of 4 Issues

Issue: 3 Is Your RBA/AHRDA Data System Secure?

RBAs/AHRDAs, data system is secure through the proper use of safeguards, such as, protocols, firewalls, passwords, standby technical support, taped back-up, virus protection and restricted access to sensitive data.

Indicator 1 Data system uses protocols and requires passwords for access.

Protocols are system imbedded codes that allow computers to interface with each other and passwords are personalized access codes that allow only authorized staff/technicians to access the system.

Indicator 2 Technical support is readily available.

All computer systems and computer programs experience problems from time to time – when problems occur computer technicians are readily available to resolve the problem. Whether "in-house" or "off-site", technical support is readily available within minutes to restore the data system when it goes down.

Indicator 3 Data is backed up daily and tapes are stored for at least 7 days.

As a precaution against lost data due to a possible malfunction, RBAs/AHRDAs should back up their data system daily using a magnetic taped back-up system. Tapes can then be stored off-site for at least seven days. This allows RBAs/AHRDAs to later retrieve and reinstall important back-up information if necessary.

Indicator 4 System has adequate virus protection.

Computer viruses are computer diseases which are insidious codes that hide in computer operating systems which may eventually corrupt or destroy data. They originate from computer vandals bent on creating havoc and can be spread via diskette or through modems to thousands of systems before anyone finds out. Fortunately, virus protection programs are available to hunt down and destroy viruses.

Indicator 5 Access to sensitive data can be controlled by management.

RBA/AHRDA management should be able to restrict access to sensitive data, (e.g., payroll records, EI records, etc.) by programming the data system to recognize only certain passwords for this type of data.

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Data Systems and Management Information Systems (MIS)	4 of 4 Issues

Issue: 4	**Does Your RBA/AHRDA Accounting Software Effectively Manage Financial Data?**

RBAs/AHRDAs accounting software effectively manages financial data while using filters to access data, produce financial statements, audit trails and spread sheets, as well as allowing for the exporting of data to other systems.

<table>
<tr><td>Indicator</td><td>1</td><td>Accounting software uses filters to allow access to specific data.</td></tr>
<tr><td colspan="3">RBA/AHRDA's accounting software is capable of using a variety of filters to access specific financial data from their database, such as a comparative cost-benefit analysis of all interventions undertaken in the last year.</td></tr>
<tr><td>Indicator</td><td>2</td><td>All key financial statements can be produced for any reporting period.</td></tr>
<tr><td colspan="3">RBA/AHRDA's accounting software is capable of producing all key financial statements (those necessary to satisfy all stakeholders) for any period. (e.g., weekly, monthly, quarterly, etc.) Key financial statements are these type of reports: income expenditure budgets, balance sheets, variance reports, accent summaries, and cash flows.</td></tr>
<tr><td>Indicator</td><td>3</td><td>Accounting software provides audit trails.</td></tr>
<tr><td colspan="3">An audit trail allows for easy verification of expenditures/transactions as well as cleaner audits. An RBA/AHRDA's accounting software is capable of providing audit trails for virtually any financial transaction.</td></tr>
<tr><td>Indicator</td><td>4</td><td>Accounting software produces spread sheets.</td></tr>
<tr><td colspan="3">RBA/AHRDA's accounting software is capable of producing quality spreadsheets that can be used to review monthly expenditures, review cash flow forecasts, plan budgets, etc.</td></tr>
<tr><td>Indicator</td><td>5</td><td>Financial information can be exported to other data systems.</td></tr>
<tr><td colspan="3">RBA/AHRDA's accounting software is capable of sending financial data to other data systems. This will speed up delivery of key financial information to HRDC's data system. RBAs/AHRDAs whose accounting software allows financial information to be exported to other data systems, are better able to manage financial data for the successful management of their RBA/AHRDA.</td></tr>
</table>

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Communication	1 of 7 Issues

Issue: 1	**Does RBA/AHRDA Have Effective Electronic Communication Tools?**

There are various electronic communication tools available besides telephones. This issue deals with those tools deemed to be most effective for RBAs/AHRDAs. RBAs/AHRDAs who have electronic communication tools to communicate with key stakeholders and others who have an interest in communicating with the RBA/AHRDA.

Indicator	1	RBA/AHRDA has individual E-mail for all staff.
RBA/AHRDA's electronic communication tools include individual e-mail which uses the computer network to be able to send messages, files, letters and memos. This allows each staff member to effectively communicate through an exchange of electronic messages via the Internet/Intranet using their computer.		
Indicator	2	RBA/AHRDA has individual voice mail for all staff.
RBA/AHRDA's electronic communication tools include individual telephone voice mail. This automatic message service is connected to the telephone and activated when no one is available to answer the telephone. Callers have the option to leave a message or not.		
Indicator	3	RBA/AHRDA has Internet access available to all staff.
RBA/AHRDA's electronic communication tools include individual access to the Internet through their computer. Connecting each staff computer to the Internet allows staff members to use e-mail, browse the world wide web for information and to communicate via on-line audio and video related communication software.		
Indicator	4	RBA/AHRDA has its own Web-site.
RBA/AHRDA's have their own web-site available on the Internet which houses program and service information describing the RBA/AHRDA. This allows the RBA/AHRDA to provide information via the Internet about itself, its programs and services, contact people, address, telephone/fax numbers.		
Indicator	5	RBA/AHRDA has on-line data system.
This is an expensive but effective way to exchange critical data between sub-offices by using computer networks. Ideally, RBA/AHRDA electronic communication tools should include an on-line data system. It allows RBAs/AHRDAs to upload and down load RBA/AHRDA systems data directly by modem or via the Internet at virtually any time.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Communication	2 of 7 Issues

Issue: 2 Does RBA/AHRDA Have Sufficient Electronic Communication Tools?

RBAs/AHRDAs who do not have today's basic essentials in communication tools, phones, computer links, fax, courier delivery will have difficulties communicating with clients, partners, affiliates and government.

Indicator 1 RBA/AHRDA has phones/voice mail for all staff.

RBA/AHRDA's staff have individual telephones and voice mail for every staff member. This ensures that no call will go unanswered.

Indicator 2 RBA/AHRDA has a dedicated fax machine.

RBA/AHRDA's should have a dedicated fax machine (hooked up to its own dedicated phone line not a shared line). This ensures that the fax is always ready to receive incoming fax messages.

Indicator 3 RBA/AHRDA has access to the Internet.

RBA/AHRDA's have Internet access. This ensures that the RBA/AHRDA has the option to obtain e-mail and that staff and clients have access to a wide array of career/job information available on the world-wide-web.

Indicator 4 RBA/AHRDA has access to a courier service.

RBA/AHRDA's have access to a local courier delivery service. This ensures that RBA/AHRDA documentation can be delivered or received in the event of a disruption in postal service or as necessary in a more timely manner than standard mail.

Indicator 5 RBA/AHRDA has access to computers.

RBA/AHRDA's staff and clients should have access to computers. Though it is unlikely any RBAs/AHRDAs do not have access to computers and computer programs, it is important to ensure that computers and programs are upgraded regularly to be reasonably compatible with industry standards.

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Communication	3 of 7 Issues

Issue: 3	**Does RBA/AHRDA Produce Effective Communication Materials?**

RBAs/AHRDAs produce materials to send their messages. These materials include: reports, newsletters, pamphlet/brochures and Internet sites. Effective communication materials means that the key messages inform the public about RBA activity.

Indicator	1	RBA/AHRDA produces an annual report.
Annual reports provide general information to the public or anyone who is interested about programs, services and events undertaken in the past year by the RBA/AHRDA. In addition, these yearly reports can show financial statements, program results and plans for the future, and can be used as a promotional tool.		
Indicator	2	RBA/AHRDA produces monthly, bi-monthly, or quarterly newsletter.
Newsletters generally provide information about specific events, such as the opening of a training centre, services available or interesting stories about people connected to the RBA/AHRDA. They can be produced monthly, bi-monthly or quarterly. RBAs/AHRDAs who produce monthly, bi-monthly or quarterly newsletters are better able to promote their LMD related programs and services to the public, and to obtain support from the community, industry and government.		
Indicator	3	RBA/AHRDA has an informational brochure.
Brochures are generally inexpensive give away items that provide information on RBA/AHRDA programs and services, courses, eligibility, registration, etc. RBAs/AHRDAs have informational brochures to promote their LMD related programs and services to the public, and to obtain support from the community, industry and government.		
Indicator	4	RBA/AHRDA has a permanent informational display/resource centre.
A permanent informational display/resource centre set up at the RBA/AHRDA's main office and accessible to the public, is an effective way to display RBA/AHRDA and other LMD related information to anyone visiting the office.		
Indicator	5	RBA/AHRDA has a portable trade show display.
A portable trade show display is an effective way to provide information on the benefits and features of the RBA/AHRDA at career fairs, trade shows, or even in the front lobby of the RBA/AHRDA.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Communication	4 of 7 Issues

Issue: 4	**Does RBA/AHRDA Provide Clients Access to Employment Information?**

RBAs/AHRDAs provide clients with access to employment information, job postings display, resource centre/library, and career counselling.

Indicator	1	RBA/AHRDA has an on-site HRDC Job Bank terminal.
Some RBAs/AHRDAs have HRDC "Job Bank" computer terminals physically located on site for use by clients. Once accustomed/trained to this tool clients are able to help themselves to search for possible job/career opportunities.		
Indicator	2	RBA/AHRDA prominently displays job postings in reception area.
Some RBAs/AHRDAs display job postings on special "Job Boards" in their reception area. It is important that these boards be easily seen and accessible to clients in an open public place. This allows clients to help themselves to local job listings without having to make an appointment with a counsellor.		
Indicator	3	RBA/AHRDA has an on-site resource library with career information.
Some RBAs/AHRDAs have a career resource library physically located on the site of the RBA/AHRDA that contains a variety of career information (e.g., career guides, videos, pamphlets, university/college calendars etc.) Once familiar with the resources available in the library clients are able to help themselves to search for possible job/career opportunities.		
Indicator	4	RBA/AHRDA provides client access to PCs and the Internet.
Some RBAs/AHRDAs have computer terminals physically located on the site of the RBA/AHRDA available for clients to use to search career information on the Internet. Best practice shows that RBAs/AHRDAs who provide their clients access to PCs and the Internet are better able to communicate job/career opportunities to assist clients to make career decisions.		
Indicator	5	RBA/AHRDA provides on-site career counselling.
Some RBAs/AHRDAs have staff on-site who primarily provide advise to clients concerning potential career opportunities and the steps involved in pursuing career choices.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Communication	5 of 7 Issues

Issue: 5	**Does RBA/AHRDA have Effective Communication with HRDC?**

Effective communication is when the two (or more) parties involved in a dialogue listen to each other and clearly understand what each other is saying or trying to accomplish. Effective communication involves a "trust" relationship amongst the entities involved. The indicators below identify some of the elements that are found in a productive and mutually beneficial relationship between HRDC and the RBAs/AHRDAs.

Indicator	1	RBA/AHRDA has frequent interaction with HRDC on a variety of issues.
Providing the interaction is mostly positive and mutually beneficial, the more contact RBAs/AHRDAs have with HRDC on a variety of issues, the more informed they are of program support available, emerging LMD opportunities, and changes in government policies effecting RBAs/AHRDAs.		
Indicator	2	RBA/AHRDA provides regular reports to HRDC on results of program.
HRDC's investment in the RBA/AHRDA is a sizeable one and they regularly require timely information concerning employment/training results and EI/SA savings. This allows them to publish industry/government wide statistics on the progress and impacts of its national LMD initiatives. RBAs/AHRDAs, provide regular reports to HRDC on the results of the program.		
Indicator	3	RBA/AHRDA deals exclusively with an HRDC-RBA/AHRDA liaison person.
Because of the special needs of RBAs/AHRDAs, at least one person from HRDC should be formally designated to be the contact person between HRDC and the RBAs/AHRDAs. Preferably someone who the RBAs/AHRDAs know. RBAs/AHRDAs, deal exclusively with one HRDC-RBA/AHRDA contact person.		
Indicator	4	RBA/AHRDA regularly uploads EI and CRF information to HRDC.
RBAs/AHRDAs primarily receive their funding from HRDC under EI and CRF legislation. As such, HRDC requires regular information concerning program results from the RBAs/AHRDAs to be able to assess overall savings to the national EI program and the overall value of LMD initiatives developed under the CRF. RBAs/AHRDAs, regularly up-load EI and CRF information to HRDC.		
Indicator	5	RBA/AHRDA has access to HRDC via E-mail and Internet web-site.
RBA/AHRDA get information about HRDC programs and services via computer e-mail and by visiting their Internet web-site. Both are relatively inexpensive and instantaneous.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Communication	6 of 7 Issues

Issue: 6	**Does RBA/AHRDA Communicate Effectively with Outside Agencies?**

RBAs/AHRDAs who communicate effectively with groups and organizations involved in employment and training related matters are better able to build strong and productive relationships with others that can lead to successful LMD programming. Outside agencies are generally those agencies that do not operate within the RBA/AHRDA authority but have a vested interest in employment development. These outside agencies include federal, provincial and municipal governments, friendship centres or other Aboriginal organizations and businesses.

Indicator	1	RBA/AHRDA has established links to local business community.
People involved in various businesses, often represented by a chamber of commerce or business association, is becoming established in most Aboriginal communities. They represent the sector where most of the training and employment opportunities will likely exist for RBA/AHRDA clients. Best practice shows that RBAs/AHRDAs, who establish links to the local business community, are better able to communicate with outside agencies leading to strong relationships and successful LMD programming.		
Indicator	2	RBA/AHRDA has contacts with federal/provincial government agencies.
Aside from HRDC, there are numerous federal and provincial government agencies who have interest in creating employment/economic development for Aboriginal people. RBAs/AHRDAs identify who they are and how they can work with them to support the efforts of the RBA/AHRDA.		
Indicator	3	RBA/AHRDA has contacts with groups providing support for Aboriginal LMD.
There are numerous non-government agencies who have interest in creating employment for Aboriginal people. RBAs/AHRDAs identify who they are and how they can work with or support the efforts of the RBA/AHRDA.		
Indicator	4	RBA/AHRDA has linkages with post-secondary institutions.
Post-secondary institutions are keenly aware of the impact their programs have on the future employability of Aboriginal people. The co-operative work study program is just one collaboration example that can have positive benefits for long term job prospects for many RBA/AHRDA clients.		
Indicator	5	RBA/AHRDA has linkages with private training organizations.
Private/independent training groups are viable alternatives to RBAs/AHRDAs building their own training programs. Establishing linkages with them can lead to cost sharing/savings opportunities.		

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Communication	7 of 7 Issues

Issue: 7	**Does your RBA/AHRDA have an Effective Communication Plan (CP)?**

RBAs/AHRDAs must identify how and who they want to send and receive information from. By doing this RBAs/AHRDAs are better able to promote themselves to build mutually supportive relationships with others that lead to successful LMD programming and stakeholder satisfaction.

Indicator	1	CP reflects the RBA/AHRDA's Operational Plan.
CP are consistent with the communications needs/strategies outlined in the RBA/AHRDA's operational plan. The CP form part of the operational plan.		
Indicator	2	CP identifies agencies that RBA/AHRDA wants to link with.
Linking with outside agencies can be beneficial to most RBAs/AHRDAs in terms of cost-sharing programs, training support, referrals, etc. The CP identifies the organizations that offer support or partnership opportunity and identify action steps to communicate and build linkages with them.		
Indicator	3	CP establishes protocols with partners and affiliates.
Because partners and affiliates play a big role in the delivery of programs and services to clients on behalf of RBAs/AHRDAs, the CP outlines how the RBA/AHRDA and other groups will interact with each other. For instance, every verbal communication should be followed up in writing to ensure mutual understanding of program issues/decisions.		
Indicator	4	CP contains a media relations strategy.
In the event that the RBA/AHRDA needs to approach TV/radio news reporters or respond to a media inquiry, the CP has a media relations strategy that outlines how the media are to be dealt with and by whom.		
Indicator	5	CP identifies how various mediums are to be used.
To communicate RBA/AHRDA results and achievements effectively, the CP identifies what mediums should be used, such as brochure, newsletters, videos, annual reports, newspaper articles, etc.		

Section I

Accountability Capacity

This section contains the following:

Accountability Capacity		
Number of Capacity Criteria	Number of Capacity Issues	Number of Capacity Indicators
2	13	65

What is Accountability Capacity?

For the purpose of this Capacity Self Assessment, there are two main areas of accountability that will be addressed. The first area, primarily deals with financial accountability issues, such as financial controls, reporting, budgeting, expense control and qualified accounting personnel. The other area deals with the RBA/AHRDA's ability to monitor and evaluate its programs and services. Both areas are critical to ensuring that the program achieves its anticipated results, meets its stakeholders' expectations, operates efficiently and cost-effectively, and continues to be relevant to the goals and aspirations of Aboriginal people.

Special Notes for this Section

1. Accountability Capacity may be greatly effected by whether or not an RBA/AHRDA is directly affiliated with an Aboriginal government or institution that assumes the overall accounting responsibilities for the RBA/AHRDA. In these cases, RBAs/AHRDAs are to respond to each capacity issue as though their parent organization's accounting department (personnel) were their own.

2. Evaluation capacity is critical for RBAs/AHRDAs to be able to participate in the eventual RBA/AHRDA Self-Evaluation process, anticipated for the Year 2000 and beyond. Regardless of whether or not RBAs/AHRDAs do formal evaluations of their programs or services, they are encouraged to respond to each Capacity Issue under this Capacity Criteria, by discussing each Capacity Indicator and providing an appropriate response. If Capacity Self-Assessment Committees chose to respond N/A (Not Applicable), they must provide their rationale for their response in the "Comments" section of the Tool.

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Financial Controls	**1 of 7 Issues**

Issue: 1 Does RBA/AHRDA Maintain Centralized Control of its Finances?

Centralized control of finances means that documents containing all transactions pertaining to expenditures and purchases are eventually recorded and stored in one centralized location and that there is one authority responsible to oversee the process.

Indicator 1 Financial accounting records are maintained at a central location.

Accounting records at one central location gives the organization better control over its finances. Better accessibility to financial data and can provide auditors and users with one location from which to retrieve vital financial information.

Indicator 2 Program expenses are sent to central accounting for approval.

Expenses associated with running RBA/AHRDA programs, such as wages, subsidies, contractor fees, travel, etc., even though they may be within the budget, should still be sent to central accounting to ensure they are legitimate expenses, they are paid/reimbursed quickly and are properly accounted for.

Indicator 3 Cheques are issued from central accounting.

Cheques are written and sent out from the central accounting office. This ensures that the organization keeps track of the money it spends by having all of its cheques issued and recorded from one location. This also implies that cancelled cheques are returned to the same central location for reconciliation purposes.

Indicator 4 RBA/AHRDA maintains one general ledger.

In a centralized accounting system, there is usually just one general ledger for the entire organization that shows revenue coming in and expenses going out and a running balance that will change after each transaction. This helps the organization to know at any given time what its bank account balance is. Some organizations may maintain more than one general ledger reflecting several different bank accounts which may be effective for their purposes. However, best practices show that one general ledger is more efficient.

Indicator 5 Copies of Signed Contracts are kept at central accounting.

Copies of signed contracts held at the central accounting office ensures that the finance people have the necessary back-up documentation needed to verify approved expenditures. This also allows the finance office to make scheduled payments as per each contract without necessarily having to have the program manager or LMD co-ordinator become involved in each transaction.

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Financial Controls	**2 of 7 Issues**

Issue: 2 **Does RBA/AHRDA have Qualified Finance /Accounting Personnel?**

Qualified accounting personnel means that the individuals working in these designations have earned the certification necessary to carry out the responsibilities of the jobs that are being undertaken.

Please Note: Depending on the size of the RBA/AHRDA, some accounting functions may be part-time or performed by outside contractors. Therefore, these indicators will apply to these individuals as well.

Indicator 1 Top financial manager has professional accounting designation.

The financial manager who is ultimately responsible for all financial transactions has a professional accounting designation, such as: Chartered Accountant (CA); Certified General Accountant (CGA); Certified Management Accountant (CMA); or any other recognized professional accounting designation, will generally exhibit a high degree of reliability in their financial information as they will typically follow Generally Acceptable Accounting Practices (GAAP).

Indicator 2 Top financial manager has at least 5 years related experience.

Although having a professional accounting designation is recommended, it does not guarantee that financial information will be properly recorded for the purposes of the RBA/AHRDA program. It takes at least 3 to 5 years related experience for the top financial manager to be able to manage the financial affairs of the organization and maintain proper financial records and reports.

Indicator 3 Bookkeeper has at least 3 years bookkeeping experience.

Most RBAs/AHRDAs have one or more bookkeepers to record daily financial transactions and to generally assist in administering the financial obligations of the organization. Bookkeepers should have at least 3 years experience to reach the desired level of capacity to handle the bookkeeping function with minimal supervision.

Indicator 4 All accounting staff are trained in RBA/AHRDA's accounting software.

Most RBAs/AHRDAs have purchased accounting software to allow their finance/accounting staff to be able to easily record and maintain financial records. Like any other software, it takes a certain amount of training and practice to become proficient in its use. Best practices show that all finance/accounting staff are well trained and reasonably proficient in working with accounting software ensuring that the entire accounting department has the capacity to record transactions and retrieve financial reports if necessary.

Indicator 5 All accounting staff understand RBA/AHRDA accountability framework.

Accounting staff are aware of their responsibilities and obligations for ensuring the organization's management and Board have accurate and timely financial information to make appropriate decisions for running an efficient and effective program. The agreements sign by the RBA include certain types of reporting that has to be made to meet statutory obligations (information needed by parliament). Staff are aware of what these obligations are.

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Financial Controls	**3 of 7 Issues**

Issue: 3	**Does RBA/AHRDA have Financial Safeguards in Place?**

Financial safeguards are the checks and balances that are established to ensure that proper accounting and reporting is made. These safeguards are usually spelled out according to Generally Accepted Accounting Principles. There are also policies established by the Board that ensure checks and balances.

Indicator	1	Accounting software is accessible by authorized password only.
Only authorized RBA/AHRDA staff should have access to the organization's accounting software and thus its financial information and accounting records. This ensures that financial records cannot be tampered with nor information released without proper authorization. The best way to do this is to assign passwords to only those individuals responsible for finance/accounting and the RBA/AHRDA manager.		
Indicator	2	Cheques require at least two authorized signatures.
The requirement to have two signatures on each cheque ensures that there is a dual accountability for the money being spent and ensures that one individual does not misuse the organization's funds. It also reduces the risk of unauthorized transactions as one signatory may catch an error or errant cheque that the other has missed.		
Indicator	3	Purchases are made by way of purchase orders.
There is less likelihood of frivolous capital expenditures if organizations use purchase orders. Purchase orders, when properly used, usually requires a set of procedures be followed and the proper authorization obtained before the purchase can be made. Purchase orders also give comfort to suppliers who may have extended credit terms to the RBA/AHRDA, as they imply that proper clearance or authorization has been attained for the purchase and there is less likelihood that the purchase could be cancelled or returned.		
Indicator	4	Contract payments are supported by copy of signed contract.
Best practices show that reviewing contract payments with a backup copy of signed contracts allows RBAs/AHRDAs management to ensure themselves that only contracted funding amounts, as per payment schedule, are actually being released.		
Indicator	5	Expenditure reports are checked/verified by Program Manager.
RBAs/AHRDAs produce regular monthly expenditure reports and circulate them to program managers or LMD coordinators for verification. There are few surprises, virtually no cost overruns and program managers feel they have better control over program expenditures.		

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Financial Controls	**4 of 7 Issues**

Issue: 4 **Does RBA/AHRDA Prepare Regular Financial Statements?**

RBAs/AHRDAs prepare regular financial statements, including Balance Sheet, Income Statements, Cash Flow Statements, and other information pertaining to their financial affairs. Regular can be monthly or quarterly.

Indicator 1 **RBA/AHRDA financial statements are prepared and produced monthly.**

Most financial accounting software allows organizations to quickly and easily produce monthly financial statements by simply calling up and printing the reports. By preparing monthly financial statements, management and staff have the timely financial information they need to make any adjustments. To be most effective, programmers and supervisors should review the statements and question any discrepancies.

Indicator 2 **RBA/AHRDA variance reports show actual versus planned expenditures.**

Monthly variance reports show over expenditures, or under expenditures, of the organization. These reports are usually produced and reviewed monthly, but should not be produced and reviewed less frequently than quarterly. RBAs/AHRDAs who make regular use of variance reports tend to be more in control of their expenditures.

Indicator 3 **RBA/AHRDA statements/spreadsheets are checked against the general ledger.**

The Income Statement, which shows revenue and expenses, can be quite basic and will often roll up specific expense items into broader expense categories. (e.g., Administration would contain such expense items as salaries, benefits, office supplies, rent, etc.) It important, therefore, to produce a more detailed statement or spreadsheet that can be checked against the general ledger to ensure the accuracy of the Income Statement. Program managers and/or LMD co-ordinators, along with finance staff, should be involved in this exercise.

Indicator 4 **RBA/AHRDA year-end financial statements are audited.**

This will likely be an indicator that all RBAs/AHRDAs will say "Yes" to. Most, if not all, RBAs/AHRDAs are required by their Agreement to undertake an annual audit. In most instances, if financial information is properly recorded and financial statements are produced regularly, the audit process is fairly routine, requiring little effort from auditors to conduct the necessary tests and verify audit trails. Building capacity to provide clean and accurate accounting will ultimately reduce the cost of audits, which can otherwise be very expensive.

Indicator 5 **Annual reports/audited financial statements are made public.**

Year-end Financial Statements of RBAs/AHRDAs are made public through an Annual Report. The amount of detail in each statement is usually determined by the Board of Directors, but nonetheless, the accuracy of the information is there by virtue of the audit. Making financial statements public indicates transparency and suggests that the organization has nothing to hide. Notwithstanding, RBAs/AHRDAs should be prepared to respond to any questions concerning the statements they receive publicly.

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Financial Controls	**5 of 7 Issues**

Issue: 5 Does RBA/AHRDA Control Travel Expenses?

RBAs/AHRDAs maintain tight control of their travel expenses in order not to exceed program budgets. Control over travel expenses means that there is an approval process in place, that authorized travel is covered by a particular budget, and that reports are made when travel is required.

Indicator 1 Travel advances require approval by program head/supervisor.

Because of the high cost of travel, the need for travel advances often cannot be avoided. Uncontrolled or unchecked travel advances can present a serious problem, in some cases even losses, if they are not properly recorded and authorized. The program head/supervisor should be required to approve all travel advances to avoid any such problems and to ensure that travel advance are available in the future.

Indicator 2 Travel claims are supported by expense receipts/activity reports.

Indiscriminate travel, which may not always be caught by the program head/supervisor, is both wasteful and unproductive. Although, it is generally standard practice to have original expense receipts accompany expense claims unless otherwise stated by policy, there should also be attached copies of activity reports to ensure that moneys are being spent on items that are necessary to the program.

Indicator 3 Budgets for travel are established at beginning of the year.

The travel budget tends to be the one area of expenditure in most organizations that is most susceptible to cost overruns. If travel budgets are carefully reviewed and established at the beginning of the year and tied to program objectives, there is less likelihood that indiscriminate travel will occur causing either cost-overruns or failed objectives due to lack of travel dollars.

Indicator 4 Travel claims are checked/approved by program head/supervisor.

If the travel was properly authorized and the travel claim was supported by legitimate receipts than there is little likelihood that a travel claim could be misused or abused. However, even though claims may include legitimate receipts, the expenditure itself may not be allowable within Treasury Board guidelines. In addition, mileage claims can be problematic as they often tend to be overstated. If properly checked and approved by the program head/supervisor, these situations can be avoided.

Indicator 5 Travel advances are reconciled prior to settlement of claim.

RBA/AHRDA have standard procedures established within their accounting department since it is the only way for the organization to "settle up" its travel advances with the employees upon completion of the travel. A Travel Advance Reconciliation Form is completed upon receipt of travel and then reviewed and approved by the program head/supervisor before any out of pocket expenses are reimbursed back to the employee or any excess advance amount is collected back from the employee.

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Financial Controls	**6 of 7 Issues**

Issue: 6	**Does RBA/AHRDA Control Payroll Expenses?**

Payroll expenses are the expenditures that are associated with what it costs to pay employees and includes pensions, benefits, and any costs that is related to payment for an employee.

Indicator	1	Employees fill out payroll time sheets.

Payroll time sheets are printed forms completed by each employee that allows the finance department and the program head/supervisor to monitor the organizations's payroll expenses, particularly those associated with hourly wage employees. Not only is there evidence of the employees actual time spent on the job, but there is also a permanent historical record of the employee's attendance should this be required to correct employee tardiness/absenteeism or to reward employee punctuality.

Indicator	2	Overtime is pre-approved by program head/supervisor.

Hourly wage earners should be compensated appropriately for any overtime hours they are required to work. Compensation can be paid either in additional wages or in "time off" in lieu of wages. However, this can be costly to any organization if not properly controlled. In either case, employees should obtain approval from the program head/supervisor prior to commencing overtime work to avoid any disputes later.

Indicator	3	Sick leave and doctor appointments are recorded on time sheet.

Most organizations allow employees the privilege of paid leave for sickness and doctor's appointments. This, however, is an area that has great potential for abuse. If unchecked, organizations can lose valuable productivity. If other employees see this being tolerated it could encourage them to abuse the privilege as well. Recording sick leave and doctor appointments on employee time sheets, can effectively monitor use of privileges.

Indicator	4	Holidays are pre-approved in advance by Program Manager.

Most organizations have a policy regarding vacation time. There is, however, some potential for lost productivity and negative impact on payroll if holiday/vacation plans are not reviewed and pre-approved in advance by the program head/supervisor. Too many employees away at the same time may cause the organization to bring in part-time employees to cover those on vacation and "banked" vacations could adversely effect both productivity and payroll.

Indicator	5	Payroll reports are checked/verified by Program Manager.

The Program Manager is ultimately responsible for ensuring the organization's payroll is managed properly. Best Practices suggest that regular payroll reports (weekly, bi-weekly, bi-monthly, or monthly) be reviewed and approved by the Program Manager to ensure that discrepancies are dealt with promptly and that any potential for abuse is identified and dealt with as well. Payroll reports that include information concerning overtime, sick leave, doctor appointments and holiday/vacations tend to demonstrate efficiency.

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Financial Controls	7 of 7 Issues

Issue: 7 Does RBA/AHRDA Prepare Program Budgets?

Program budgets are set amount of moneys that will be spent to undertake certain initiatives. The budgets include all costs associated with undertaking the program or activities of the program. RBAs/AHRDAs who prepare program budgets annually exhibit a greater degree of financial control and program efficiency.

Indicator 1 RBA/AHRDA establishes annual budget prior to start of fiscal year.

Establishing a budget prior to the beginning of each fiscal year for the RBA/AHRDA ensures that personnel have sufficient resources allocated to them to achieve the stated objectives of the program. Establishing budgets prior to commencement of the fiscal year, as opposed to establishing budgets after the fiscal year, avoids overspending that otherwise may occur in the first few weeks/months.

Indicator 2 Budgets are set for each department/sub-agreement/program.

Breaking budgets down into separate/individual allocations for each department, sub-agreement, and program, allows the RBA/AHRDA board and management to better track expenditures and relate them to specific targets and anticipated results. Should a problem arise which effects a specific department, sub-agreement, or program, decisions can be made to correct the problem and should not effect the other budget areas.

Indicator 3 RBA/AHRDA Board and Management establish budget priorities.

The Board of Directors along with the management team of the RBA/AHRDA should review, discuss and approve budget priorities. Priorities are the most important activities targeted by the organization, and are generally established in conjunction with program plans, and reflect the short and long term goals of the RBA/AHRDA, as well its fiscal funding allocation. RBAs/AHRDAs whose board and management work together to establish priorities generally operate successfully and cost-effectively.

Indicator 4 Budgets are reviewed quarterly by management and staff.

Management and staff should be encouraged to work closely together to achieve the organization's goals and objectives. Management and staff should review together the overall RBA/AHRDA budget as well as specific individual department/program budgets, where necessary, to ensure that everyone is aware of the budget allocation and the level to which the budget is being spent. Quarterly means every third month from the beginning of the fiscal year.

Indicator 5 RBA/AHRDA staff have input into planning program budgets.

All RBA/AHRDA staff should be given the opportunity to provide input into the budget planning process. All staff, collectively, are required to implement programs and services within stated/approved budgets and within their individual areas of responsibility. This requires a clear understanding of the goals and objectives as well as the resources available to achieve them. By involving all staff in the organization's budget planning process, RBAs/AHRDAs are better able to establish budgets that reflect realistic objectives and thereby stand to achieve the greatest impact.

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Evaluation Capacity	1 of 6 Issues

Issue: 1 **Does RBA/AHRDA have clearly stated objectives for its activities/projects?**

Evaluations include verifying if programs have met their objectives. It is therefore a pre-requisite to conducting an evaluation that clear, measurable goals exist for client, projects and activities, and for the community, if the RBA/AHRDA wishes to address community development. As the saying goes, if you don't know where you are going, how will you know if you got there?

Indicator 1 RBA/AHRDA has clearly stated objectives for each client.

Clear goals need to be established for each client, in order to select interventions that will be more likely to be successful, and to then know if objectives were reached. For a client, it can be obtaining a high school diploma, for another it can be to complete a life skills training, etc.

Indicator 2 RBA/AHRDA has clearly stated objectives for each project/intervention.

In order to know if projects and interventions have been successful, there needs to be measurable, clearly stated objectives. Knowing if objectives were reached can be the basis for decision on using a certain project or not in the future, for modifying a training session, etc.

Indicator 3 RBA/AHRDA has clearly stated objectives for its community.

Some RBAs/AHRDAs have plans to develop their community as well as securing employment for individuals. Those plans should include measurable, clearly stated objectives that would allow to evaluate if those objectives were met.

Indicator 4 RBA/AHRDA has defined success indicators specific to its clientele.

All stakeholders know that the primary indicators, e.g. savings on EI and S.A. only show the short term impacts of the RBA/AHRDA activities. RBAs/AHRDAs are encouraged by HRDC to define their own success indicators, relevant to their communities. When defining an indicator, it should be decided what data will be available to show progress of the indicator.

Indicator 5 RBA/AHRDA collects data to support its specific success indicators.

RBA/AHRDA has defined indicators and has identified a source of data relevant to that indicator. Data is actually collected in support of the indicator.

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Evaluation Capacity	**2 of 6 Issues**

Issue: 2	**Does RBA/AHRDA have a way of assessing different activities/projects?**

In order to be able to conduct a self-evaluation, it is necessary to collect information. The information on client satisfaction, client results, etc. can then be analysed to know if objectives were met and if changes to programs would be necessary.

Indicator	1	Clients are asked for feedback on their intervention midway.
Asking for clients to provide comments on the intervention before it is actually completed allows for change, if necessary. This way, objectives are more likely to be reached. An example, would be a trainer modifying the schedule of a course to allow some participants to complete their intervention.		
Indicator	2	Clients are asked to fill-out an evaluation form at the end of a training activity.
Right after a training activity the client will be in a better position to evaluate a training session. Questions to ask the client may cover: the content of the training, appropriateness of facility, location, teacher, etc.		
Indicator	3	Trainers/employers are asked for feedback on activities/projects midway.
Having good information involves getting it from different sources. If appropriate, trainers and employers may be asked for feedback, before an activity or a project is completed. If necessary, changes can be made before the activity or project is completed.		
Indicator	4	Trainers/employers are asked to fill-out an evaluation form at the end of interventions.
More complete feedback may be asked from trainers /employers after completing interventions. Questions to ask them may include: preparedness and attitude of clients, whether objectives were reached, if improvements could be made to that training or project, etc.		
Indicator	5	RBA/AHRDA follows-up with clients 12 weeks after intervention completion.
In order to know if interventions have helped clients to find jobs, it is necessary to follow-up with them. Follow-up information includes the type of employment, occupation, whether it is part-time or full-time, date of return to work and earnings.		

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Evaluation Capacity	3 of 6 Issues

Issue: 3	**Does RBA/AHRDA assess its different activities/projects?**

Assessing the different activities and projects means to not only collect the relevant information but also to analyse the information. The analysis allows to determine how effective projects are in reaching their stated objectives. It also can help in identifying improvements to the program and find ways to increase client satisfaction.

Indicator	1	RBA/AHRDA compiles client evaluation training forms.
All the client evaluation forms are kept and tables are prepared to summarize the data and the qualitative information contained on the forms. Separate tables should be prepared for the various training activities offered.		
Indicator	2	RBA/AHRDA compiles feedback from employers and trainers.
All the employers and trainers evaluation forms are kept and tables are prepared to summarize the data and the qualitative information contained on the forms. Separate tables should be prepared for the various project/activities or training courses.		
Indicator	3	RBA/AHRDA compiles results from client 12-week follow-up.
RBA/AHRDA staff prepare tables with the various information collected from clients in the follow-up surveys.		
Indicator	4	RBA/AHRDA analyses information collected from clients/employers/trainers.
Once all the information has been compiled, RBA/AHRDA looks at the information to identify opportunities for improving programs/activities/projects. Opportunities for improvement might be to devote more resources to an intervention type that has allowed more clients to find jobs, changing the content of a training course, etc.		
Indicator	5	If necessary, RBA/AHRDA changes programs/activities/projects.
If the analysis shows that some changes would be necessary, RBA/AHRDA includes them in its operational planning.		

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Evaluation Capacity	**4 of 6 Issues**

Issue: 4	**Does RBA/AHRDA conduct its own program evaluation?**

Some RBAs/AHRDAs already have experience in evaluation. About 15 organizations participated in Component 2 of the RBA evaluation, which focussed on the evaluation of individual client impacts for selected RBAs. Others may have conducted evaluations outside the RBA evaluation.

Indicator	1	RBA/AHRDA establishes an evaluation committee (EC).
Evaluation Committees provide advice and guidance through the entire evaluation process. These committees typically represent a cross section of the key stakeholders.		
Indicator	2	EC develops evaluation plan.
The evaluation plan identifies the terms and parameters of the evaluation, including the purpose, scope, objectives, issues to be addressed and methodology. It will provide sufficient detail to guide the evaluators through the evaluation process.		
Indicator	3	EC defines evaluation issues and indicators .
Evaluation issues are the questions that the evaluation will address. Indicators are the parameters that will be measured to respond to the evaluation issues. Having the EC define the issues and indicators assures that all stakeholders needs will be addressed in the evaluation. The evaluation will therefore have credibility to all stakeholders.		
Indicator	4	RBA/AHRDA has staff capable of monitoring an external evaluation.
When an evaluation is done by outside consultants, RBA/AHRDA staff still need to be able to oversee the work of the consultant. This would mean having a staff person reviewing the various reports produced by the consultant, verifying if the information in the reports about the RBA/AHRDA is accurate and verifying if the work meets the contract terms.		
Indicator	5	EC reviews results and follows up recommendations with management.
Since evaluation committees are involved in all steps of the evaluation process, they are usually entrusted by the organization with the responsibility of reviewing the results and following-up on the recommendations with the board of directors and management.		

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Evaluation Capacity	5 of 6 Issues

Issue: 5	**Does RBA/AHRDA evaluation include key elements?**

Evaluations usually address issues that are important to stakeholders. Evaluation will have more credibility if they include the elements reflected in the following indicators.

Indicator	1	Performance objectives to be measured reflect the operational plan.
Performance objectives to be measured in the evaluation are generally derived from the organizations operational plan, since the operational plan typically sets out objectives to be achieved during the year. Other mandatory performance objectives may be contained in the RBA/AHRDA agreement itself. The RBA/AHRDA knows what the performance objectives are.		
Indicator	2	Performance indicators reflect performance objectives.
In measuring the performance of programs or services, evaluators tend to break down each performance objective into a series of smaller, more readily identifiable performance criteria. Using this list of criteria, evaluators can then isolate certain performance results using a number of indicators that can be easily measured. Throughout the evaluation process, the key performance criteria and indicators are those that typically reflect the performance objectives/targets outlined in the organizations's operational plan.		
Indicator	3	Program success indicators reflect LMD targets.
Since the entire RBA/AHRDA program is designed to assist the Aboriginal community to develop and promote labour market opportunities for Aboriginal people that can ultimately lead to employment, the success of individual RBAs/AHRDAs can somewhat be measured by how well it meets or exceeds its LMD targets. LMD targets are used as a gauge of success in the RBA/AHRDA.		
Indicator	4	Performance measurement reflects RBA/AHRDA objectives.
A key ingredient in the overall success of the RBA/AHRDA program is the ability of RBAs/AHRDAs to meet the reasonable performance expectations of all key stakeholders. This means that RBAs/AHRDAs should not only be successful in meeting the EI & SA savings objectives of HRDC, but also meeting the training and employment objectives of its clients and the Aboriginal community in which it operates. An example, of a community objective is increasing economic activity in the community.		
Indicator	5	Evaluation includes quantitative and qualitative data, as appropriate.
Evaluations typically include both quantitative and qualitative information. Quantitative information is easily measured, such as the number of jobs created. Examples of qualitative information would be client testimonials obtained through interviews.		

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Evaluation Capacity	**6 of 6 Issues**

Issue: 6	**Does RBA/AHRDA Effectively Use Evaluation Findings?**

RBAs/AHRDAs who conduct there own program evaluation usually use the findings to make necessary changes and improvements in the delivery of programs and services. The indicators below suggest that these activities can help to ensure that the findings are used to make improvements.

Indicator	1	Evaluation results are reviewed by the Board.
The Board of Directors is well informed of the evaluation results. They are ultimately responsible for the delivery and performance of the RBA/AHRDA. The board ensures themselves and the public that all aspects of the evaluation have been conducted openly and honestly and that management and staff will be empowered to implement the necessary changes/improvements that have been recommended.		
Indicator	2	Evaluation findings are communicated to stakeholders/staff.
Results of the evaluation, both positive and negative, must be communicated to all key stakeholders and staff of the RBA/AHRDA in order that meaningful dialogue can take place to discuss the results and to act on evaluation's recommendations. There are many ways to do this, including sending each stakeholder and staff a copy of the evaluation report and requesting feedback, conducting a formal presentation in a workshop setting, or publishing the results in a newsletter.		
Indicator	3	Feedback from stakeholders is reviewed by Board and Management.
If the organization takes the time to inform the stakeholders of the results of the evaluation, then it should also take the time to review the feedback it receives from them. All stakeholders' views are equally valid and should be shared with the organization's board, management and staff to ensure that all viewpoints are considered when making changes or improvements based on the recommendations of the evaluation.		
Indicator	4	Management is asked to develop an action plan in response to evaluation results.
To ensure that recommendations are implemented, management needs to develop an action plan that is specific and time framed.		
Indicator	5	If necessary, changes are made to the program.
If necessary changes are made to the program as per the action plan.		

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Personal Development and Preparedness Training	1 of 4 Issues

Issue: 1		**Does RBA/AHRDA provide Effective Client Intake/Orientation?**	Yes	N/A
Indicators	1	RBA/AHRDA receptionist addresses initial client inquiries.		
	2	Clients are encouraged to review a job board postings.		
	3	Clients are asked to complete a preliminary registration form.		
	4	RBA/AHRDA holds scheduled orientation seminars for new clients (weekly, monthly, quarterly).		
	5	Clients are referred to an employment/career counsellor.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Personal Development and Preparedness Training	2 of 4 Issues

Issue: 2	**Does RBA/AHRDA provide Employment/Career (E/C) Counselling?**		Yes	N/A
Indicators	1	Clients are required to see an E/C counsellor to determine eligibility.		
	2	E/C Counsellor conducts interview with client.		
	3	E/C Counsellor reviews interventions available to client.		
	4	E/C Counsellor determines client's commitment to intervention. (ie. Letter of Reference)		
	5	E/C Counsellor explains next steps and course of action.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Personal Development and Preparedness Training	3 of 4 Issues

Issue: 3		Does RBA/AHRDA provide Life-Skills Support/Training Courses?	Yes	N/A
Indicators	1	RBA/AHRDA sponsors clients to take life-skills course.		
	2	RBA/AHRDA addresses client literacy.		
	3	RBA/AHRDA provides basic home finance/budgeting training course.		
	4	RBA/AHRDA sponsors client wellness/esteem building workshops.		
	5	RBA/AHRDA has a mentorship program.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Personal Development and Preparedness Training	4 of 4 Issues

Issue: 4		**Does Your RBA/AHRDA Help Clients Access Alternative Sources of Funding?**	Yes	N/A
Indicators	1	RBA/AHRDA is aware of various sources of alternate funding.		
	2	RBA/AHRDA requires client to make contact with alternate funding sources.		
	3	RBA/AHRDA refers clients to alternate sources of funding where available.		
	4	RBA/AHRDA provides clients with application forms from alternate sources.		
	5	RBA/AHRDA follows up with client to determine outcome of alternate funding.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Intervention Assessment	1 of 2 Issues

Issue: 1	**Does RBA/AHRDA have a Process for Managing/Assessing Training Purchases?**		Yes	N/A
Indicators	1	Criteria is established for purchasing training.		
	2	Purchases are based on objectives/priorities of RBA/AHRDA/community.		
	3	Purchases are assessed for cost effectiveness.		
	4	Anticipated results and measurement are clearly defined.		
	5	A proposal review form is completed and assessed by management.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Intervention Assessment	2 of 2 Issues

Issue: 2	**Does RBA/AHRDA Conduct Client Career Assessment?**		Yes	N/A
Indicators	1	Clients are required to self-assess their skills, interests and abilities.		
	2	EC counsellor uses assessment tools to determine client options.		
	3	RBA/AHRDA has access to advisors who counsel clients.		
	4	RBA/AHRDA has a process to help clients assess self-employment options.		
	5	Client has access to career/training information to assess options.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Employment Readiness	1 of 7 Issues

Issue: 1	**Does RBA/AHRDA Program offer clients pre-employment services?**		Yes	N/A
Indicators	1	RBA/AHRDA provides clients with employment and career counselling.		
	2	RBA/AHRDA sponsors clients to take up-grading classes.		
	3	RBA/AHRDA offers basic computer training.		
	4	RBA/AHRDA offers clients assistance in preparing their résumés.		
	5	RBA/AHRDA sponsors clients to attend a life-skills training course.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Employment Readiness	2 of 7 Issues

Issue: 2	**Does RBA/AHRDA assist clients to prepare to enter the workforce?**		Yes	N/A
Indicators	1	Clients are required to develop a career plan.		
	2	Clients are required to research their desired job/industry.		
	3	Clients are required to prepare a personal résumé.		
	4	Clients are required to complete a detailed client profile form.		
	5	Clients are required to sign a contract outlining their obligations.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Employment Readiness	3 of 7 Issues

Issue: 3	**Does RBA/AHRDA have access to Employment/Career Information Resources?**		Yes	N/A
Indicators	1	RBA/AHRDA has an on-site information resource centre.		
	2	RBA/AHRDA provides client Internet access to career information.		
	3	RBA/AHRDA has resource books & videos available for clients to review.		
	4	RBA/AHRDA has post-secondary course guides/calendars available on site.		
	5	RBA/AHRDA is able to refer clients to an outside information resource centre.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Employment Readiness	4 of 7 Issues

Issue: 4		Does RBA/AHRDA have an Effective Placement and Referral Program?	Yes	N/A
Indicators	1	RBA/AHRDA actively seeks out jobs through employer & community contacts.		
	2	RBA/AHRDA matches clients to job orders.		
	3	RBA/AHRDA assists with paper work associated with wage subsidy program.		
	4	RBA/AHRDA assists with development of job creation proposals and programs.		
	5	RBA/AHRDA supports functions for client networking with potential employers.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Employment Readiness	5 of 7 Issues

Issue: 5	**Do Youth have access to RBA/AHRDA services?**		Yes	N/A
Indicators	1	RBA/AHRDA offers programs to help youth get experience.		
	2	RBA/AHRDA has a formal network for identifying youth opportunities.		
	3	RBA/AHRDA has wage assistance/sharing programs in place for youth.		
	4	RBA/AHRDA has employment criteria established for wage assistance program.		
	5	RBA/AHRDA conducts promotions targeting youth.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Employment Readiness	6 of 7 Issues

Issue: 6	**Do Disabled People have access to RBA/AHRDA services?**		Yes	N/A
Indicators	1	RBA/AHRDA offers programs to help disabled people get experience.		
	2	RBA/AHRDA has a formal network for identifying opportunities for disabled people.		
	3	RBA/AHRDA has wage assistance/sharing programs for disabled people.		
	4	RBA/AHRDA facilities and services are accessible to disabled people.		
	5	RBA/AHRDA conducts promotions directed to disabled people.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Employment Readiness	7 of 7 Issues

Issue: 7	**Does Your RBA/AHRDA provide Specific Programming for Women?**		Yes	N/A
Indicators	1	RBA/AHRDA offers programs to help women get experience.		
	2	RBA/AHRDA has a formal network for identifying opportunities for women.		
	3	RBA/AHRDA has wage assistance/sharing programs in place for women.		
	4	RBA/AHRDA has employment criteria established for wage assistance program.		
	5	RBA/AHRDA conducts promotions directed for women.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Sustainable and Emerging Occupational Training	1 of 7 Issues

Issue: 1	**Does RBA/AHRDA provide access to occupational training?**		Yes	N/A
Indicators	1	RBA/AHRDA supports occupational training programs/initiatives.		
	2	RBA/AHRDA sponsors clients to take occupational training.		
	3	RBA/AHRDA co-ventures with others on occupational training projects.		
	4	RBA/AHRDA provides client referrals to occupational training programs.		
	5	RBA/AHRDA is pro-active in securing occupational opportunities.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Sustainable and Emerging Occupational Training	2 of 7 Issues

Issue: 2	**Does RBA/AHRDA provide access to Apprenticeship training?**		Yes	N/A
Indicators	1	RBA/AHRDA supports apprenticeship programs/initiatives.		
	2	RBA/AHRDA sponsors clients to take apprenticeship training.		
	3	RBA/AHRDA co-ventures with others to provide apprenticeship training.		
	4	RBA/AHRDA provides client referrals to apprenticeship programs.		
	5	RBA/AHRDA is pro-active in securing apprenticeship opportunities.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Sustainable and Emerging Occupational Training	3 of 7 Issues

Issue: 3	**Does RBA/AHRDA provide access to high technology training courses?**		Yes	N/A
Indicators	1	RBA/AHRDA supports high tech training programs/initiatives.		
	2	RBA/AHRDA sponsors clients to take outside high tech training.		
	3	RBA/AHRDA co-ventures with others on high tech training projects.		
	4	RBA/AHRDA provides client referrals to high tech training programs.		
	5	RBA/AHRDA is pro-active in securing high tech training opportunities.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Sustainable and Emerging Occupational Training	4 of 7 Issues

Issue: 4	**Does RBA/AHRDA provide access to sectoral training?**		Yes	N/A
Indicators	1	RBA/AHRDA supports sectoral training programs/initiatives.		
	2	RBA/AHRDA sponsors clients to take outside sectoral training.		
	3	RBA/AHRDA co-ventures with others on sectoral training projects.		
	4	RBA/AHRDA provides client referrals to sectoral training programs.		
	5	RBA/AHRDA is pro-active in securing sectoral opportunities.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Sustainable and Emerging Occupational Training	5 of 7 Issues

Issue: 5	**Does RBA/AHRDA Promote Programs that Lead to Higher Education?**		Yes	N/A
Indicators	1	RBA/AHRDA supports Aboriginal youth stay-in-school program.		
	2	RBA/AHRDA partners with local education institutions where possible.		
	3	RBA/AHRDA sponsors post-secondary and/or vocational training courses.		
	4	RBA/AHRDA provides client referrals to education programs.		
	5	RBA/AHRDA is pro-active in promoting programs that lead to education.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Sustainable and Emerging Occupational Training	6 of 7 Issues

Issue: 6	**Does Your RBA/AHRDA offer Support for Seasonal Employment?**		Yes	N/A
Indicators	1	RBA/AHRDA supports training opportunities for seasonal workers.		
	2	RBA/AHRDA targets training to meet skills required by seasonal employers.		
	3	RBA/AHRDA has special program/budget allocation for seasonal workers.		
	4	RBA/AHRDA supports skills development for seasonal workers for other jobs.		
	5	RBA/AHRDA supports wage assistance programs for seasonal workers.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Sustainable and Emerging Occupational Training	7 of 7 Issues

Issue: 7	**Does Your RBA/AHRDA Support Maintaining and Developing Traditional Skills?**		Yes	N/A
Indicators	1	RBA/AHRDA funds programs that support the maintenance of traditional skills.		
	2	RBA/AHRDA supports evolution of traditional skills for emerging opportunities.		
	3	RBA/AHRDA provides grants to support cultural/economic self-sufficiency.		
	4	RBA/AHRDA offers support for development of local cottage industries.		
	5	RBA/AHRDA provides referrals for assistance from other government agencies.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

ity Dimension	Intervention Capacity	
Capacity Criteria	Training in Remote Communities	1 of 1 Issue

Issue: 1	**Does RBA/AHRDA provide training in remote communities?**		Yes	N/A
Indicators	1	RBA/AHRDA delivers training courses in remote communities.		
	2	RBA/AHRDA sponsors remote clients to train in an urban programs.		
	3	RBA/AHRDA provides access to training via satellite/Internet.		
	4	RBA/AHRDA provides training programs via correspondence.		
	5	RBA/AHRDA co-ventures with local trainers to provide remote training.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	High Quality Employment Development	1 of 3 Issues

Issue: 1	**Does RBA/AHRDA promote high quality employment development?**		Yes	N/A
Indicators	1	RBA/AHRDA assists community to target quality occupations needed.		
	2	RBA/AHRDA provides training reflecting targeted quality occupations.		
	3	RBA/AHRDA sponsors internships with companies providing quality jobs.		
	4	RBA/AHRDA sponsors management training programs.		
	5	RBA/AHRDA provides wage subsidies for high technology training.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	High Quality Employment Development	2 of 3 Issues

Issue: 2	**Does RBA/AHRDA provide high quality employment training programs?**		Yes	N/A
Indicators	1	RBA/AHRDA provides access to apprenticeship programs.		
	2	RBA/AHRDA provides access to internship programs.		
	3	RBA/AHRDA provides access to sectoral training programs.		
	4	RBA/AHRDA provides access to computer training programs.		
	5	RBA/AHRDA provides access to management training programs.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	High Quality Employment Development	3 of 3 Issues

Issue: 3		**Is RBA/AHRDA able to gage the impact of quality employment initiatives?**	Yes	N/A
Indicators	1	RBA/AHRDA receives community feedback on success of initiative.		
	2	RBA/AHRDA monitors long term impact on client's development.		
	3	RBA/AHRDA has access to local labour market information.		
	4	Client testimonials provide evidence of migration to quality jobs.		
	5	RBA/AHRDA receives feedback from employers.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Holistic Strategies for Training Development/Assessment	1 of 2 Issues

Issue: 1	**Does RBA/AHRDA Approach Training Development Holistically?**		Yes	N/A
Indicators	1	Training development reflects views/needs of all stakeholders.		
	2	Decisions on training development are made by consensus.		
	3	Training development involves input from community.		
	4	Training is multi-faceted involving more than one intervention.		
	5	Client case files remain open for duration of RBA/AHRDA Agreement.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Holistic Strategies for Training Development/Assessment	2 of 2 Issues

Issue: 2	**Do RBA/AHRDA Training Programs Reflect Community Values?**		Yes	N/A
Indicators	1	RBA/AHRDA training programs are culturally sensitive.		
	2	RBA/AHRDA training reflects spiritual, emotional, physical and mental needs of clients.		
	3	RBA/AHRDA training programs are available in local language.		
	4	RBA/AHRDA training programs support employment equity standards.		
	5	RBA/AHRDA training programs reflect community philosophy/principles.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Client Self-Service Program Development and Access	1 of 1 Issues

Issue: 1	**Do RBA/AHRDA Programs Allow for Some Client Self-Service?**		Yes	N/A
Indicators	1	Clients can access program information at reception desk.		
	2	Clients can research their own career goals/interests on-line.		
	3	Clients can do their own job search using Job Bank/job postings.		
	4	Clients can find their own outside training to be RBA/AHRDA funded.		
	5	Clients can find their own wage subsidy employer opportunity.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Intervention Research and Development	1 of 1 Issues

Issue: 1		**Does RBA/AHRDA do Intervention Research and Development?**	Yes	N/A
Indicators	1	RBA/AHRDA researches existing LMD interventions it could use/modify to fit.		
	2	RBA/AHRDA designs and tests new interventions before adopting them.		
	3	RBA/AHRDA actively seeks feedback on its programs for future changes.		
	4	RBA/AHRDA is constantly looking for ways to improve interventions.		
	5	RBA/AHRDA encourages creativity/innovation in intervention design.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Life-Skills Training	1 of 2 Issues

Issue: 1	**Does RBA/AHRDA Provide Life-Skills Training?**		Yes	N/A
Indicators	1	Life-skills training is made available to clients who need it.		
	2	Life-skills training is mandatory with certain training programs.		
	3	Life-skills is jointly sponsored/cost shared by employer.		
	4	RBA/AHRDA conducts its own regularly scheduled life-skills training program.		
	5	RBA/AHRDA refers clients to outside life-skills training courses.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Intervention Capacity	
Capacity Criteria	Life-Skills Training	2 of 2 Issues

Issue: 2	**Does RBA/AHRDA Life Skills Training Program Address Basic Life-Skills?**		Yes	N/A
Indicators	1	Life-skills training addresses communication skills.		
	2	Life-skills training addresses problem solving skills.		
	3	Life-skills training addresses basic living skills.		
	4	Life-skills training addresses basic job readiness skills.		
	5	Life-skills training addresses healthy living skills.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

SCORE CARD

INTERVENTION CAPACITY

TOTAL SCORE	CAPACITY DIMENSION	CAPACITY CRITERIA		CAPACITY ISSUES	CAPACITY INDICATORS	
/ 150	Intervention	1	Personal Development & Preparedness Training	1	20	
		2	Intervention Assessment	2	10	
		3	Employment Readiness	7	35	
		4	Sustainable & Emerging Occupational Training	7	35	
		5	Training in Remote Communities	1	5	
		6	High Quality Employment Development	3	15	
		7	Holistic Strategies for Training Development / Assessment	2	10	
		8	Client Self-Service Program Development & Access	1	5	
		9	Intervention Research & Development	1	5	
		10	Life-Skills Training	2	10	
			Total	**30**	**150**	

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Economic Integration	1 of 4 Issues

Issue: 1		**Does RBA/AHRDA Program Initiatives Impact the Local Economy?**	Yes	N/A
Indicators	1	RBA/AHRDA provides financial support to local aboriginal business associations.		
	2	RBA/AHRDA participates with CEDO in identifying potential market opportunities.		
	3	RBA/AHRDA staff are involved in local business groups/committees.		
	4	RBA/AHRDA sponsors joint business ventures in community.		
	5	RBA/AHRDA offers programs and services that support local business.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Economic Integration	2 of 4 Issues

Issue: 2	**Does RBA/AHRDA Offer Programs that Directly Support the Local Economy?**		Yes	N/A
Indicators	1	RBA/AHRDA offers self-employment assistance.		
	2	RBA/AHRDA offers entrepreneurship training.		
	3	RBA/AHRDA offers wage subsidies.		
	4	RBA/AHRDA offers entrepreneurship programs for youth.		
	5	RBA/AHRDA offers entrepreneurship programs for disabled People.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Economic Integration	3 of 4 Issues

Issue: 3		**Does RBA/AHRDA Involve Local Businesses in its Programs and Services?**	Yes	N/A
Indicators	1	RBA/AHRDA consults with local business to establish LMD objectives.		
	2	RBA/AHRDA purchases programs and services from local businesses.		
	3	RBA/AHRDA joint ventures with local business to provide services.		
	4	RBA/AHRDA funds LMD projects initiated by local businesses.		
	5	Member(s) of the local business community sit on RBA/AHRDA Board.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Economic Integration	4 of 4 Issues

Issue: 4	**Does RBA/AHRDA Tie Programs to Economic Development?**		Yes	N/A
Indicators	1	Training is tied to long term sustainable jobs.		
	2	LMD initiatives target economic development opportunities.		
	3	RBA/AHRDA planning reflects local economic development initiatives.		
	4	RBA/AHRDA participates in local economic development workshops.		
	5	RBA/AHRDA places high priority on local economic development.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Community Integration	1 of 4 Issues

Issue: 1	**Is RBA/AHRDA a Community Based Organization?**		Yes	N/A
Indicators	1	RBA/AHRDA is dedicated to serving the LMD needs of the community.		
	2	Community members provide input into RBA/AHRDA programming.		
	3	RBA/AHRDA programs address community needs and standards.		
	4	RBA/AHRDA communicates program results to community.		
	5	RBA/AHRDA is physically located in the community(s) it serves.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Community Integration	2 of 4 Issues

Issue: 2	**Does RBA/AHRDA have a Positive Impact on the Community?**		Yes	N/A
Indicators	1	RBA/AHRDA programs are tied to local social development strategies.		
	2	RBA/AHRDA programs reflect the social values of the community.		
	3	RBA/AHRDA programs are sensitive to community healing/wellness.		
	4	RBA/AHRDA offers programs for youth.		
	5	RBA/AHRDA offers programs for disabled.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Community Integration	3 of 4 Issues

Issue: 3	**Do RBA/AHRDA Programs Reflect the Needs/Aspirations of the Community?**		Yes	N/A
Indicators	1	RBA/AHRDA consults regularly with community leadership.		
	2	RBA/AHRDA success measurement is partially defined by the community.		
	3	RBA/AHRDA programs address local employment needs/opportunities.		
	4	RBA/AHRDA initiatives address community skills/competency gaps.		
	5	RBA/AHRDA works closely with other community institutions.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	RBA/AHRDA Community Integration	4 of 4 Issues

Issue: 4		**Does RBA/AHRDA Address Wellness/Healing□ (W/H) Issues of Clients?**	Yes	N/A
Indicators	1	RBA/AHRDA is aware of W/H centres available within the community.		
	2	RBA/AHRDA trains staff to be sensitive to W/H issues.		
	3	RBA/AHRDA provides W/H literature to clients seeking assistance.		
	4	RBA/AHRDA staff refers clients to contacts they have in the W/H field.		
	5	RBA/AHRDA Board has representation on it from the health or W/H field.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	Entrepreneurship Development	1 of 3 Issues

Issue: 1		**Does RBA/AHRDA Support a Full Range of Entrepreneurial Programs?**	Yes	N/A
Indicators	1	RBA/AHRDA provides self-employment assistance programs.		
	2	RBA/AHRDA provides entrepreneurship training workshops.		
	3	RBA/AHRDA provides entrepreneurship programs for youth.		
	4	RBA/AHRDA provides entrepreneurship programs for disabled people.		
	5	RBA/AHRDA provides other types of entrepreneurship programs.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	Entrepreneurship Development	2 of 3 Issues

Issue: 2	**Does RBA/AHRDA Support Programs that Directly Assist Entrepreneurship?**		Yes	N/A
Indicators	1	RBA/AHRDA offers wage subsidies.		
	2	RBA/AHRDA offers upgrading/life-skills training.		
	3	RBA/AHRDA offers financial management training.		
	4	RBA/AHRDA maintains an HR inventory and offers an HR referral service.		
	5	RBA/AHRDA offers entrepreneurship/business counselling/mentorship.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	Entrepreneurship Development	3 of 3 Issues

Issue: 3	**Does RBA/AHRDA Participate in Community Entrepreneurship Initiatives?**		Yes	N/A
Indicators	1	RBA/AHRDA partners with local institutions to assist small businesses.		
	2	RBA/AHRDA refers entrepreneurs to various business support agencies.		
	3	RBA/AHRDA participates in local small business conferences/workshops.		
	4	RBA/AHRDA provides advice to entrepreneurs interested in LMD.		
	5	RBA/AHRDA participates in local chamber of commerce.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	Cultural Integration	1 of 2 Issues

Issue: 1	**Does RBA/AHRDA Reflect the Local Culture in its Program Delivery?**		Yes	N/A
Indicators	1	RBA/AHRDA staff involve local customs/traditions in daily activities.		
	2	RBA/AHRDA staff are sensitive to & understand local customs/traditions.		
	3	RBA/AHRDA mandate/mission incorporates local cultural principles.		
	4	RBA/AHRDA programs incorporate local culture into their design.		
	5	Culture plays an important role in developing RBA/AHRDA programs.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Socio-Economic Integration Capacity	
Capacity Criteria	Cultural Integration	2 of 2 Issues

Issue: 2	**Does RBA/AHRDA Support Local Cultural Development?**		Yes	N/A
Indicators	1	RBA/AHRDA offers assistance to clients in their language of preference.		
	2	RBA/AHRDA offers training instruction in local language.		
	3	RBA/AHRDA participates in community cultural activities.		
	4	RBA/AHRDA partners with cultural institutions to provide programs.		
	5	RBA/AHRDA approaches activities holistically / decisions by consensus.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

SCORE CARD

SOCIO-ECONOMIC INTEGRATION CAPACITY

TOTAL SCORE	CAPACITY DIMENSION	CAPACITY CRITERIA		CAPACITY ISSUES	CAPACITY INDICATORS	
/ 65	Socio - Economic Integration	1	RBA/AHRDA Economic Integration	4	20	
		2	RBA/AHRDA Community Integration	4	20	
		3	Entrepreneurship Development	3	15	
		4	Cultural Development	2	10	
			Total	**13**	**65**	

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Private, Corporate and Business Sector Partnerships	1 of 2 Issues

Issue: 1	**Is RBA/AHRDA Actively Involved in Private, Corporate and Business Sector?**		Yes	N/A
Indicators	1	RBA/AHRDA participates on industry committees relating to LMD.		
	2	RBA/AHRDA responds favourably to private sector LMD opportunities.		
	3	RBA/AHRDA has agreement with corporation(s) to cost share programs.		
	4	RBA/AHRDA provides specific training geared to private sector. (non-government)		
	5	RBA/AHRDA assists corporations to find/recruit Aboriginal employees.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Private, Corporate and Business Sector Partnerships	2 of 2 Issues

Issue: 2		**Does RBA/AHRDA Encourage or Promote Private Sector Partnerships?**	Yes	N/A
Indicators	1	RBA/AHRDA actively seeks partnerships with private sector.		
	2	RBA/AHRDA has targeted wage subsidy program for specific industries.		
	3	RBA/AHRDA supports projects that lever private sector investment.		
	4	RBA/AHRDA promotes and facilitates corporate/Aboriginal partnerships.		
	5	RBA/AHRDA supports apprenticeship program to supply skilled labour.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Successful HRDC Relationships	1 of 4 Issues

Issue: 1	**Does RBA/AHRDA Communicate Effectively with HRDC?**		Yes	N/A
Indicators	1	RBA/AHRDA staff have regular contact with HRDC.		
	2	RBA/AHRDA provide regular status reports to HRDC, ie. monthly/quarterly.		
	3	RBA/AHRDA responds quickly to HRDC requests for information.		
	4	Communication with HRDC is usually productive/beneficial.		
	5	RBA/AHRDA receives information/feedback from HRDC when required.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Successful HRDC Relationships	2 of 4 Issues

Issue: 2		Does RBA/AHRDA Work Closely with HRDC to Achieve LMD Objectives?	Yes	N/A
Indicators	1	RBA/AHRDA proposals for funding from HRDC are dealt with promptly.		
	2	RBA/AHRDA deals primarily with one or two HRDC representatives.		
	3	RBA/AHRDA has on-line access (connectivity) to EI inquiries.		
	4	RBA/AHRDA invites HRDC to visit RBA/AHRDA operations regularly.		
	5	RBA/AHRDA includes HRDC in public events/meetings hosted by RBA/AHRDA.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

45

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Successful HRDC Relationships	3 of 4 Issues

Issue: 3		**Does RBA/AHRDA Provide Critical Data to HRDC when Required?**	Yes	N/A
Indicators	1	RBA/AHRDA critical data is uploaded to HRDC monthly/quarterly.		
	2	RBA/AHRDA responds to verification reports or discrepancies quickly.		
	3	RBA/AHRDA data is forwarded in the format requested by HRDC.		
	4	RBA/AHRDA critical data is discussed with local HRDC representative(s).		
	5	RBA/AHRDA critical data generally meets HRDC's expectations.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Successful HRDC Relationships	4 of 4 Issues

Issue: 4	**Does HRDC Communicate Effectively with Your RBA/AHRDA?**		Yes	N/A
Indicators	1	HRDC communicates its information needs to RBA/AHRDA in a timely manner.		
	2	HRDC invites RBA/AHRDA staff to HRDC sponsored training.		
	3	HRDC management meets with RBA/AHRDA management.		
	4	HRDC communicates new policies/program developments to RBA/AHRDA.		
	5	HRDC invites RBA/AHRDA to regional meetings with other RBA/AHRDAs.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Programming Relationships with Province/Territory	1 of 3 Issues

Issue: 1	**Does RBA/AHRDA Share Aboriginal LMD Programs with Province/Territory?**		Yes	N/A
Indicators	1	RBA/AHRDA co-sponsors LMD projects/programs with province/territory.		
	2	RBA/AHRDA shares/utilizes provincial/territorial employment centre facilities.		
	3	RBA/AHRDA shares local LMD information with the province/territory.		
	4	RBA/AHRDA participates in provincial/territorial LMD planning/strategies.		
	5	Province/territory provides direct input into RBA/AHRDA LMD planning/strategies.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Programming Relationships with Province/Territory	2 of 3 Issues

Issue: 2	**Does RBA/AHRDA have Jurisdiction for Aboriginal LMD in Province/Territory?**		Yes	N/A
Indicators	1	Province/territory recognizes RBA/AHRDA jurisdiction for Aboriginal LMD.		
	2	RBA/AHRDA geographical service boundaries/population are clearly defined.		
	3	Provincial/territorial employment centres refer Aboriginals to RBA/AHRDA.		
	4	RBA/AHRDA's ALM statistics are not included in provincial/territorial totals.		
	5	RBA/AHRDA programs are recognized/accredited by the province/territory.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Programming Relationships with Province/Territory	3 of 3 Issues

Issue: 3		**Does RBA/AHRDA Regularly Communicate with the Province/Territory?**	Yes	N/A
Indicators	1	RBA/AHRDA has regular contact with provincial/territorial representatives.		
	2	RBA/AHRDA regularly exchanges public information with province/territory.		
	3	RBA/AHRDA sits on LMD committees/boards with provincial/territorial reps.		
	4	RBA/AHRDA exchange LMD strategies/best practices with province/territory.		
	5	RBA/AHRDA staff developed good rapport with provincial/territorial associates.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Partnering Capacity	
Capacity Criteria	Apprenticeships	1 of 1ssues

Issue: 1		Does RBA/AHRDA have an Effective Apprenticeship Support Program?	Yes	N/A
Indicators	1	RBA/AHRDA has a pre-apprenticeship program which includes life-skills.		
	2	RBA/AHRDA apprenticeship support program is reflective of industry needs.		
	3	RBA/AHRDA apprenticeship support program has support of local trade unions.		
	4	RBA/AHRDA apprenticeship support program has support of industry.		
	5	RBA/AHRDA apprenticeship program is delivered by accredited instructors.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

SCORE CARD

PARTNERING CAPACITY

TOTAL SCORE	CAPACITY DIMENSION		CAPACITY CRITERIA	CAPACITY ISSUES	CAPACITY INDICATORS	
/ 55	Partnering	1	Private, Corporate & Business Sector Partnerships	2	10	
		2	Successful HRDC Relationships	4	20	
		3	Programming Relationships with Province/Territory	3	15	
		4	Apprenticeships	1	5	
			Total	**10**	**50**	

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Strategic and Operational Planning	1 of 6 Issues

Issue: 1		**Does Your RBA/AHRDA have a Long Term Strategic Plan?**	Yes	N/A
Indicators	1	Strategic Plan has been developed and approved by RBA/AHRDA Authority.		
	2	Strategic Plan reflects the values of the community.		
	3	Strategic Plan is reviewed and modified periodically.		
	4	Strategic Plan has established quantitative targets.		
	5	Strategic Plan is meeting objectives/targets on schedule.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Strategic and Operational Planning	2 of 6 Issues

Issue: 2	*Does the Long Term Strategic Plan Contain Key Elements?*		Yes	N/A
Indicators	1	Mandate/priorities of RBA/AHRDA are clearly stated.		
	2	Strategic Plan addresses partnership opportunities.		
	3	Strategic Plan addresses local Labour Market Development (LMD) needs.		
	4	Stakeholders' needs and values are properly accounted for in the plan.		
	5	Strategic Plan addresses risk management/assessment.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Strategic and Operational Planning	3 of 6 Issues

Issue: 3		**Does RBA/AHRDA staff understand the Long Term Strategic Plan?**	Yes	N/A
Indicators	1	Staff have read and reviewed the strategic plan.		
	2	Staff have provided feedback/input into the strategic plan.		
	3	Staff know all the key elements of the strategic plan.		
	4	Staff are aware of the plan's goals, objectives, targets and milestones.		
	5	Staff have their own copy or access to a copy of the strategic plan.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Strategic and Operational Planning	4 of 6 Issues

Issue: 4		**Does your RBA/AHRDA have an Annual Operational Plan?**	Yes	N/A
Indicators	1	Operational Plan has been developed/approved by RBA/AHRDA Board.		
	2	Operational Plan reflects the long term strategic plan.		
	3	Operational Plan is reviewed and modified periodically.		
	4	Operational Plan has specific quantitative targets.		
	5	Operational Plan is meeting objectives and is on schedule.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Strategic and Operational Planning	5 of 6 Issues

Issue: 5		**Does Annual Operational Plan Contain Key Elements?**	Yes	N/A
Indicators	1	Operational Plan contains action steps to achieve goals and objectives.		
	2	Operational Plan has time frames for achieving goals and objectives.		
	3	Operational Plan contains an internal human resources plan.		
	4	Operational Plan contains a financial plan/budget.		
	5	Operational Plan contains a communication plan for stakeholders.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Strategic and Operational Planning	6 of 6 Issues

Issue: 6	**Does your RBA/AHRDA do Effective Operational Planning?**		Yes	N/A
Indicators	1	Management meets annually to plan and review operational activities.		
	2	Front-line staff provide input into planning activities.		
	3	Operational Plan reflects consultation with RBA/AHRDA partners/affiliates.		
	4	Operational plans are communicated to all stakeholders.		
	5	Community members provide input into operational planning.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity

Capacity Criteria	Community Based Planning Integration	1 of 1 Issues

Issue: 1		**Do RBA/AHRDA initiatives meet planned community objectives?**	Yes	N/A
Indicators	1	RBA/AHRDA initiatives address long term LMD needs of community.		
	2	Community members have input into RBA/AHRDA planning.		
	3	RBA/AHRDA is an active partner in community planning.		
	4	RBA/AHRDA plans are closely linked with community plans.		
	5	RBA/AHRDA works with other partners to meet community objectives.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Self-Sufficiency Development	1 of 6 Issues

Issue: 1	**Is your RBA/AHRDA an Aboriginal Owned and Controlled Institution?**		Yes	N/A
Indicators	1	Signatories to the RBA/AHRDA Agreement are Aboriginal.		
	2	Board of Directors of the RBA/AHRDA are primarily Aboriginal.		
	3	Management and Staff of the RBA/AHRDA are primarily Aboriginal.		
	4	RBA/AHRDA programs and services reflect the values of the community.		
	5	RBA/AHRDA is accountable to its Aboriginal community.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Self-Sufficiency Development	2 of 6 Issues

Issue: 2		Does Your RBA/AHRDA have Jurisdiction over Aboriginal LMD initiatives?	Yes	N/A
Indicators	1	RBA/AHRDA Agreement defines RBA/AHRDA authority over ALM initiatives.		
	2	Provincial/territorial government acknowledges RBA/AHRDA authority.		
	3	Aboriginal government(s) acknowledge RBA/AHRDA authority.		
	4	RBA/AHRDA operates with full understanding of its jurisdiction.		
	5	RBA/AHRDA has unrestricted access to all relevant LMD and EI data.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Self-Sufficiency Development	3 of 6 Issues

Issue: 3	*Does your RBA/AHRDA Strive to be Self-Sufficient?*		Yes	N/A
Indicators	1	RBA/AHRDA operates under an independent Board of Directors.		
	2	RBA/AHRDA has policies in place to ensure overall fairness and transparency.		
	3	RBA/AHRDA has plans to be economically self-sufficient.		
	4	RBA/AHRDA operates within established budgets.		
	5	RBA/AHRDA has a management/board succession plan.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Self-Sufficiency Development	4 of 6 Issues

Issue: 4	**Does your RBA/AHRDA have a Terms of Reference (TOR) for its Board?**		Yes	N/A
Indicators	1	Board authorities are established under the Terms of Reference.		
	2	A process for appointing executive positions is contained in the TOR.		
	3	Board appointments/selection process is defined in the TOR.		
	4	TOR are conveyed to new members through an orientation process.		
	5	TOR state the roles and responsibilities of board members.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Self-Sufficiency Development	5 of 6 Issues

Issue: 5	**Does your RBA/AHRDA Leverage its Resources?**		Yes	N/A
Indicators	1	RBA/AHRDA establishes linkages with outside LMD organizations.		
	2	RBA/AHRDA has developed partnerships, joint ventures and/or affiliates.		
	3	RBA/AHRDA costs shares program/service delivery where possible.		
	4	RBA/AHRDA takes advantage of secondments/employee exchanges.		
	5	Non-RBA/AHRDA staff (affiliates)are cross-trained to do RBA/AHRDA staff functions.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Self-Sufficiency Development	6 of 6 Issues

Issue: 6		**Does your RBA/AHRDA practice capacity building/development?**	Yes	N/A
Indicators	1	RBA/AHRDA is actively building capacity in interventions/service delivery.		
	2	RBA/AHRDA is actively building management and administrative capacity.		
	3	RBA/AHRDA is actively building its partnering capacity.		
	4	RBA/AHRDA is actively building its human resources capacity.		
	5	RBA/AHRDA is actively building its financial/investment capacity.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Operational Efficiency	1 of 6 Issues

Issue: 1	**Does your RBA/AHRDA have a Policies and Procedures Manual (PPM)?**		Yes	N/A
Indicators	1	PPM has been developed and approved by RBA/AHRDA Authority.		
	2	Each member of the staff has a copy of the PPM.		
	3	Each staff member has reviewed the PPM.		
	4	PPM is reviewed and revised as needed on a regular basis.		
	5	RBA Management/Staff provide input into PPM revisions.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Operational Efficiency	2 of 6 Issues

Issue: 2	**Does your RBA/AHRDA have a formalized organizational structure?**		Yes	N/A
Indicators	1	RBA/AHRDA has an organizational chart.		
	2	All RBA/AHRDA staff are aware of RBA/AHRDA's organizational hierarchy.		
	3	All RBA/AHRDA staff understand who they report to/are accountable to.		
	4	RBA/AHRDA management and staff have standard job descriptions.		
	5	RBA/AHRDA organizational structure is available to the public.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Operational Efficiency	3 of 6 Issues

Issue: 3		**Does your RBA/AHRDA provide Staff Orientation to New Employees?**	Yes	N/A
Indicators	1	New staff are required to review the Policy and Procedures Manual.		
	2	New staff are required to review their job description/training plan.		
	3	New staff are required to review RBA/AHRDA organizational structure.		
	4	New staff are required to be familiar with special needs of RBA/AHRDA clients.		
	5	New staff are required to be familiar with external support/resources.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Operational Efficiency	4 of 6 Issues

Issue: 4	**Does your RBA/AHRDA have Effective Client Contract Management?**		Yes	N/A
Indicators	1	RBA/AHRDA agreements are accessible to key staff and RBA/AHRDA Board.		
	2	Client contracts are properly stored and coded for easy retrieval.		
	3	Files are opened and maintained for each active client contract.		
	4	Client contract files are stored and maintained at one location.		
	5	Client activities are monitored regularly for contract compliance.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Operational Efficiency	5 of 6 Issues

Issue: 5	**Does your RBA/AHRDA have Effective Service Contract Management?**		Yes	N/A
Indicators	1	Service agreements are accessible to key staff and RBA/AHRDA Board.		
	2	Service contracts are properly stored and coded for easy retrieval.		
	3	Files are opened and maintained for each active service contract.		
	4	Service contract files are stored and maintained at one location.		
	5	Service delivery is monitored regularly for contract compliance.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Operational Efficiency	6 of 6 Issues

Issue: 6	Does RBA/AHRDA have a Formalized Process for Dealing with Sub-Agencies?		Yes	N/A
Indicators	1	Written procedures have been established to allow them to operate.		
	2	Appropriate/effective communication links have been established.		
	3	Appropriate/effective lines of authority have been established.		
	4	Effective local financial mechanisms have been established.		
	5	Effective program follow-up and monitoring is in place.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Internal Human Resources Development	1 of 6 Issues

Issue: 1	Does your RBA/AHRDA Have an Effective Human Resources (HR) Plan?		Yes	N/A
Indicators	1	HR Plan reflects the RBA/AHRDA's Operational Plan.		
	2	HR Plan identifies number of staff required to operate effectively.		
	3	HR Plan identifies qualifications and skills required for each function.		
	4	HR Plan identifies staff training needs.		
	5	HR Plan identifies how RBA/AHRDA will support professional development.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Internal Human Resources Development	2 of 6 Issues

Issue: 2	**Does RBA/AHRDA effectively use Training Plans (TPs) for each employee?**		Yes	N/A
Indicators	1	TPs have been completed for each staff member.		
	2	Staff members provide input into their own TPs.		
	3	TPs outline expected training courses and their completion dates.		
	4	TPs are incorporated into job performance appraisals.		
	5	Time is provided for staff to acquire necessary training.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Internal Human Resources Development	3 of 6 Issues

Issue: 3		**Does your RBA/AHRDA Promote Team Building?**	Yes	N/A
Indicators	1	RBA/AHRDA staff are provided team building training.		
	2	Staff share duties of absent staff members.		
	3	Staff are cross-trained to perform each other duties if required.		
	4	Staff are provided opportunities to share ideas and concerns.		
	5	RBA/AHRDA celebrates team successes.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Internal Human Resources Development	4 of 6 Issues

Issue: 4	**Does Your RBA/AHRDA Effectively Use Performance Appraisals (PAs)?**		Yes	N/A
Indicators	1	PAs are used to assess employee performance.		
	2	PAs are used every six months.		
	3	PAs give management/staff opportunity to reassess training plan.		
	4	PAs provide employees opportunity to respond to critical issues.		
	5	PAs are used to revise job descriptions as necessary.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Internal Human Resources Development	5 of 6 Issues

Issue: 5	**Does RBA/AHRDA Use Job Descriptions Effectively?**		Yes	N/A
Indicators	1	RBA/AHRDA has job descriptions on file for every employee.		
	2	Job descriptions identify duties, roles and responsibilities.		
	3	Job descriptions identify reporting relationship(s).		
	4	Job descriptions include minimal skills and training required.		
	5	Job descriptions are re-examined during performance appraisals.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Internal Human Resources Development	6 of 6 Issues

Issue: 6	**Does RBA/AHRDA Properly Compensate Its Employees?**		Yes	N/A
Indicators	1	Salaries are reviewed at time of performance appraisals.		
	2	Employee benefits are consistent with industry standard.		
	3	Employee vacation time/pay is consistent with industry standard.		
	4	RBA/AHRDA compensates non-management staff for pre-approved overtime.		
	5	RBA/AHRDA Board is involved in setting salary increase guidelines.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Data Systems and Management Information Systems (MIS)	1 of 4 Issues

Issue: 1		**Does your RBA/AHRDA have a fully functional data system?**	Yes	N/A
Indicators	1	Data system contains all necessary management information.		
	2	Data system allows for direct client/intervention registration.		
	3	Data system facilitates data transfer (roll-up) to HRDC database.		
	4	Data system can produce customized reports as required.		
	5	Data system integrates financial data and MIS data.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Data Systems and Management Information Systems (MIS)	2 of 4 Issues

Issue: 2	Is data system accessible to all key RBA/AHRDA personnel?		Yes	N/A
Indicators	1	All staff can function properly within RBA/AHRDA's data system.		
	2	Data system manual supports on-site training.		
	3	Data system is user friendly.		
	4	All staff have a PC terminal from which to access data system.		
	5	Data system is accessible by off-site telephone/Internet access.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Data Systems and Management Information Systems	3 of 4 Issues

Issue: 3	**Is Your RBA/AHRDA Data System Secure?**		Yes	N/A
Indicators	1	Data system uses protocols and requires passwords for access.		
	2	Technical support is readily available.		
	3	Data is backed up daily and tapes are stored for at least 7 days.		
	4	System has adequate virus protection.		
	5	Access to sensitive data can be controlled by management.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Data Systems and Management Information Systems	4 of 4 Issues

Issue: 4	**Does Your RBA/AHRDA Accounting Software Effectively Manage Financial Data?**		Yes	N/A
Indicators	1	Accounting software uses filters to allow access to specific data.		
	2	*All key financial statements can be produced for any reporting period.*		
	3	Accounting software provides audit trails.		
	4	Accounting software produces spread sheets.		
	5	Financial information can be exported to other data systems.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Communications	1 of 7 Issues

Issue: 1	**Does RBA/AHRDA Have Effective Electronic Communication Tools?**		Yes	N/A
Indicators	1	RBA/AHRDA has individual E-mail for all staff.		
	2	RBA/AHRDA has individual voice mail for all staff.		
	3	RBA/AHRDA has Internet access available to all staff.		
	4	RBA/AHRDA has its own Web-site.		
	5	RBA/AHRDA has on-line data system.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Communications	2 of 7 Issues

Issue: 2	**Does RBA/AHRDA Have Sufficient Electronic Communication Tools?**		Yes	N/A
Indicators	1	RBA/AHRDA has phones/voice mail for all staff.		
	2	RBA/AHRDA has a dedicated fax machine.		
	3	RBA/AHRDA has access to the Internet.		
	4	RBA/AHRDA has access to a courier service.		
	5	RBA/AHRDA has access to computers.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Communication	3 of 7 Issues

Issue: 3	Does RBA/AHRDA Produce Effective Communication Materials?		Yes	N/A
Indicators	1	RBA/AHRDA produces an annual report.		
	2	RBA/AHRDA produces monthly, bi-monthly, or quarterly newsletter.		
	3	RBA/AHRDA has an informational brochure.		
	4	RBA/AHRDA has portable informational display/resource centre.		
	5	RBA/AHRDA has a portable trade show display.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Communication	4 of 7 Issues

Issue: 4	**Does RBA/AHRDA Provide Clients Access to Employment Information?**		Yes	N/A
Indicators	1	RBA/AHRDA has an on-site HRDC Job Bank terminal.		
	2	RBA/AHRDA prominently displays job postings in reception area.		
	3	RBA/AHRDA has an on-site resource library with career information.		
	4	RBA/AHRDA provides client access to PCs and the Internet.		
	5	RBA/AHRDA provides on-site career counselling.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Communication	5 of 7 Issues

Issue: 5		**Does RBA/AHRDA have Effective Communication with HRDC?**	Yes	N/A
Indicators	1	RBA/AHRDA has frequent interaction with HRDC on a variety of issues.		
	2	RBA/AHRDA provides regular reports to HRDC on results of program.		
	3	RBA/AHRDA deals exclusively with an HRDC-RBA/AHRDA liaison person.		
	4	RBA/AHRDA regularly uploads EI and CRF information to HRDC.		
	5	RBA/AHRDA has access to HRDC via E-mail and Internet web-site.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Communication	6 of 7 Issues

Issue: 6	Does **RBA/AHRDA Communicate Effectively with Outside Agencies?**		Yes	N/A
Indicators	1	RBA/AHRDA has established links to local business community.		
	2	RBA/AHRDA has contacts with federal/provincial government agencies.		
	3	RBA/AHRDA has contacts with groups providing support for Aboriginal LMD.		
	4	RBA/AHRDA has linkages with post-secondary institutions.		
	5	RBA/AHRDA has linkages with private training organizations.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Administrative Capacity	
Capacity Criteria	Communication	7 of 7 Issues

Issue: 7		Does your RBA/AHRDA have an Effective Communication Plan (CP)?	Yes	N/A
Indicators	1	CP reflects the RBA/AHRDA's Operational Plan.		
	2	CP identifies agencies that RBA/AHRDA wants to link with.		
	3	CP establishes protocols with partners and affiliates.		
	4	CP contains a media relations strategy.		
	5	CP identifies how various mediums are to be used.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

SCORE CARD

ADMINISTRATIVE CAPACITY

TOTAL SCORE	CAPACITY DIMENSION	CAPACITY CRITERIA		CAPACITY ISSUES	CAPACITY INDICATORS	
/ 180	Administrative	1	Strategic & Operational Planning	6	30	
		2	Community Based Planning Integration	1	5	
		3	Self-Sufficiency Development	6	30	
		4	Operational Efficiencies	6	30	
		5	Internal Human Resources Development	6	30	
		6	Data Systems and Management Information Systems	4	20	
		7	Communication	7	35	
			Total	**36**	**180**	

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Financial Controls	1 of 7 Issues

Issue: 1	**Does RBA/AHRDA Maintain Centralized Control of its Finances?**		Yes	N/A
Indicators	1	Financial accounting records are maintained at central location.		
	2	Program expenses are sent to central accounting for approval.		
	3	Cheques are issued from central accounting.		
	4	RBA/AHRDA maintains one general ledger.		
	5	Copies of Signed Contracts are kept at central accounting.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Financial Controls	2 of 7 Issues

Issue: 2	Does RBA/AHRDA have Qualified Finance /Accounting Personnel?		Yes	N/A
Indicators	1	Top financial manager has professional accounting designation.		
	2	Top financial manager has at least 5 years related experience.		
	3	Bookkeeper has at least three years bookkeeping experience.		
	4	All accounting staff are trained in RBA/AHRDA's accounting software.		
	5	All accounting staff understand RBA/AHRDA accountability framework.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Financial Controls	3 of 7 Issues

Issue: 3	**Does RBA/AHRDA have Financial Safeguards in Place?**		Yes	N/A
Indicators	1	Accounting software is accessible by authorized password only.		
	2	Cheques require at least two authorized signatures.		
	3	Purchases are made by way of purchase orders.		
	4	Contract payments are supported by copy of signed contract.		
	5	Expenditure reports are checked/verified by Program Manager		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Financial Controls	4 of 7 Issues

Issue: 4		**Does RBA/AHRDA Prepare Regular Financial Statements?**	Yes	N/A
Indicators	1	RBA/AHRDA financial statements are prepared and produced monthly.		
	2	RBA/AHRDA variance reports show actual versus planned expenditures.		
	3	RBA/AHRDA statements/spreadsheets are checked against general ledger.		
	4	RBA/AHRDA year-end financial statements are audited.		
	5	Annual reports/audited financial statements are made public.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Financial Controls	5 of 7 Issues

Issue: 5	**Does RBA/AHRDA Control Travel Expenses?**		Yes	N/A
Indicators	1	Travel advances require approval by program head/supervisor.		
	2	Travel claims are supported by expense receipts/activity reports.		
	3	Budgets for travel are established at beginning of the year.		
	4	Travel claims are checked/approved by program head/supervisor.		
	5	Travel advances are reconciled prior to settlement of claim.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Financial Controls	6 of 7 Issues

Issue: 6	**Does RBA/AHRDA Control Payroll Expenses?**		Yes	N/A
Indicators	1	Employees fill out payroll time sheets.		
	2	Overtime is pre-approved by program head/supervisor.		
	3	Sick leave and doctor appointments are recorded on time sheet.		
	4	Holidays are pre-approved in advance by Program Manager.		
	5	Payroll reports are checked/verified by Program Manager.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Financial Controls	7 of 7 Issues

Issue: 7	**Does RBA/AHRDA Prepare Program Budgets?**		Yes	N/A
Indicators	1	RBA/AHRDA establishes annual budget prior to start of fiscal year.		
	2	Budgets are set for each department/sub-agreement/program.		
	3	RBA/AHRDA Board and Management establish budget priorities.		
	4	Budgets are reviewed quarterly by management and staff.		
	5	RBA/AHRDA staff have input into planning program budgets.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Evaluation Capacity	1 of 6 Issues

Issue: 1		**Does RBA/AHRDA have clearly stated objectives for its activities/projects?**	Yes	N/A
Indicators	1	RBA/AHRDA has clearly stated objectives for each client.		
	2	RBA/AHRDA has clearly stated objectives for each project/intervention.		
	3	RBA/AHRDA has clearly stated objectives for its community.		
	4	RBA/AHRDA has defined success indicators specific to its clientele.		
	5	RBA/AHRDA collects data to support its specific success indicators.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Evaluation Capacity	2 of 6 Issues

Issue: 2	**Does RBA/AHRDA have a way of assessing different activities/projects?**		Yes	N/A
Indicators	1	Clients are asked for feedback on their intervention midway.		
	2	Clients are asked to fill-out an evaluation form at the end of a training activity.		
	3	Trainers/employers are asked for feedback on activities/projects midway.		
	4	Trainers/employers are asked to fill-out an evaluation form at the end of interventions.		
	5	RBA/AHRDA follows-up with client 12 weeks after intervention completion.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Evaluation Capacity	3 of 6 Issues

Issue: 3	**Does RBA/AHRDA assess its different activities/projects?**		Yes	N/A
Indicators	1	RBA/AHRDA compiles client evaluation training forms.		
	2	RBA/AHRDA compiles feedback from employers and trainers.		
	3	RBA/AHRDA compiles results from client 12-week follow-up.		
	4	RBA/AHRDA analyses information collected from clients/employers/trainers.		
	5	If necessary, RBA/AHRDA changes programs/activities/projects.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Evaluation Capacity	4 of 6 Issues

Issue: 4		**Does RBA/AHRDA Conduct its Own Program Evaluation?**	Yes	N/A
Indicators	1	RBA/AHRDA establishes an evaluation committee (EC).		
	2	EC develops evaluation plan.		
	3	EC defines evaluation issues and indicators.		
	4	RBA/AHRDA has staff capable of monitoring an external evaluation.		
	5	EC reviews results and follows up recommendations with management.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Evaluation Capacity	5 of 6 Issues

Issue: 5	**Does Your RBA/AHRDA Evaluation Include Key Elements?**		Yes	N/A
Indicators	1	Performance objectives to be measured reflect the operational plan.		
	2	Performance indicators reflect performance objectives.		
	3	Program success indicators reflect LMD targets.		
	4	Performance measurement reflects RBA/AHRDA objectives.		
	5	Evaluation includes quantitative and qualitative data, as appropriate.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

Capacity Dimension	Accountability Capacity	
Capacity Criteria	Evaluation Capacity	6 of 6 Issues

Issue: 6		Does **RBA/AHRDA Effectively Use Evaluation Findings?**	Yes	N/A
Indicators	1	Evaluation results are reviewed by the Board.		
	2	Evaluation findings are communicated to stakeholders/staff.		
	3	Feedback from stakeholders is reviewed by Board and Management.		
	4	Management is asked to develop an action plan in response to evaluation results.		
	5	If necessary, changes are made to the program.		
Record total number of capacity indicators identified for this issue or check N/A.				

Comments:

SCORE CARD

ACCOUNTABILITY CAPACITY

TOTAL SCORE	CAPACITY DIMENSION	CAPACITY CRITERIA		CAPACITY ISSUES	CAPACITY INDICATORS	
/ 65	Accountability	1	Financial Controls	7	35	
		2	Evaluation Capacity	6	30	
			Total	**13**	**65**	